

Montgomery County Equal Employment Opportunity & Diversity Action Plan

Fiscal Year 2004



**Office of Human Resources
EEO & Diversity Management Team**

Montgomery County Equal Employment Opportunity & Diversity Action Plan

Fiscal Year 2004



Montgomery County, Maryland
Office of Human Resources
EEO and Diversity Management Team
101 Monroe Street, 7th Floor
Rockville, Maryland 20850

[http://www.montgomerycountymd.gov/content/ohr/ResourceLibrary/files/
FY04EEOPlan.pdf](http://www.montgomerycountymd.gov/content/ohr/ResourceLibrary/files/FY04EEOPlan.pdf)

Alternative formats of this Plan may be obtained through the Montgomery County Public Libraries.

“In our work environment, we recognize diversity as a unique and unifying force where all individuals are respected and valued and given an equal opportunity for success.”

The Honorable Douglas M. Duncan

Montgomery County Executive

On the occasion of the official launching of the County's Diversity Initiative
and the first Annual Diversity Day Observance Program
Rockville, Maryland, December 12, 1995



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Douglas M. Duncan
County Executive

MESSAGE FROM THE COUNTY EXECUTIVE

I am pleased to present the Fiscal Year 2004 Equal Employment Opportunity (EEO) and Diversity Action Plan. This Plan represents the County's uncompromising commitment to EEO, diversity and community outreach as an integral part of its business practices. The County faced a year with many challenges. We demonstrated great fiscal responsibility in tough economic times. Recent events in the international, national and, in particular, the local arena required the County to allocate unprecedented resources, including its workforce, in the area of public safety and homeland security. Nevertheless, the County remained steadfast in its commitment to EEO, diversity and community outreach by setting new benchmarks that will help us to remain a leader in these critical areas. I have outlined some of our achievements for this year:

- In Montgomery County, the average earnings of female employees in the workforce continued to approach parity with that of male employees. Women earned 96 percent of the earnings of men. Significantly, the national disparity is 72 percent.
- The County maintained a five-year pattern of increasing diversity in the workforce. Minority employees currently represent 37.71 percent of the workforce.
- The Diversity Day Event was expanded to a year-long celebration. It was followed by a successful Health & Wellness Fair, as well as a Lifelong Learning Education Fair.
- The County continues to implement mandatory EEO Compliance Training for supervisors and Workplace Harassment Training for all new employees.
- The County implemented the following new community-based initiatives:
 - conducted computer/internet access training for residents in regional services centers
 - produced Tertulia, the County's first program in Spanish on County cable television
 - increased accessibility to County services by providing documents in a number of different languages
 - department representatives attended over 170 job fairs
 - conducted procurement seminars focused on minority and women-owned businesses

Montgomery County is proud of its achievements. Yet, we acknowledge that new challenges will arise as we continue to strengthen our effort to promote an environment which values diversity and ensures equal employment opportunity to all individuals. We will, however, remain relentless in our commitment to these goals.

Douglas M. Duncan
County Executive





OFFICE OF HUMAN RESOURCES

Douglas M. Duncan
County Executive

Joseph Adler
Director


ABOUT THE EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY ACTION PLAN

Each year, the Office of Human Resources issues the Equal Employment Opportunity (EEO) and Diversity Action Plan. The Plan provides a comprehensive analysis of Montgomery County's workforce by race/ethnicity, gender and EEO job category. In this regard, the Plan demonstrates the County's commitment to equal employment opportunity and a workforce that values diversity. Significantly, minority employees represent over thirty-seven percent of the workforce, while women represent forty-five percent of the workforce.

In addition, the Plan includes departmental diversity plans. Each department has, individually, provided a detailed account of its exciting initiatives in the area of EEO, diversity, and community outreach. Collectively, the County has implemented or participated in over 300 different initiatives which relate to these critical areas. Most importantly, these efforts include both the County workforce and the community which we serve.

Certainly, we are proud of our accomplishments; however, we are ever mindful of the need to constantly examine our progress, increase our efforts, develop new methods to integrate diversity into our business practices and strengthen our relationship with the community. Our unyielding commitment to EEO, Diversity and community outreach must be continuous, yet constantly evolving to meet the needs of the changing demographics of Montgomery County. To that end, EEO compliance and diversity management are critical elements of our business practices and guiding principles of the County.

Ultimately, it is our goal to promote inclusion, diversity, and equity in the workplace and the community. We can only accomplish this goal by continuing to form meaningful partnerships with those whom we serve and to implement effective initiatives in furtherance of these goals. We thank you for your continued support in ensuring that we work in an environment that values diversity and promotes equal employment opportunity for all individuals.


Joseph Adler
Director



<p align="center">FY 2004 EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY ACTION PLAN</p>

Table of Contents

	<u>Page</u>
Message from the County Executive	
Introduction by the Acting Director, Office of Human Resources	
Policy Statement & Responsibility for Implementation	1
Dissemination of Plan	5
Work Force Analysis	9
FY 04 Work Force Analysis Summary	11
FY 04 Work Force Composition by Gender (Graph)	13
FY 04 Work Force Composition by Race/Ethnicity (Graph)	14
Job Group Analysis	15
FY 04 Job Group Analysis Summary	17
FY 04 Job Group Distribution by Gender (Graph)	19
FY 04 Job Group Distribution by Race/Ethnicity (Graph)	20
Utilization Analysis (Incumbency vs. Availability)	21
FY 04 Incumbency vs. Estimated Availability Summary	23
FY 04 Utilization Progress Report: FY 04 – FY 03	26
Salary Analysis	27
FY 04 Average Annual Pay By Gender	29
FY 04 Average Annual Pay By Race/Ethnicity	30
FY 04 Average Annual Pay By Race/Ethnicity By Gender	31
FY 04 Pay Grade Distribution By Gender	32
Management Leadership Service	
<i>Pay Band Distribution By Gender</i>	33
Discussion of Analyses and Areas of Need	35
Workforce Analysis	37
Job Group Analysis	38
Utilization Analysis	40
Salary Analysis	41
Recruitment Objectives & Strategies	43

Philosophy	45
Areas of Need	45
Recruitment Objectives	45
Recruitment Strategies	46
Action Programs	49
ADA Compliance Officer	51
Alternative Dispute Resolution	52
Disability Services	53
Diversity Celebration Program	54
Diversity Council Annual Report	55
EEO & Diversity Management Training Programs	57
EEO Complaint Processing Program	58
Internship/Apprenticeship Program	59
Work/Life Initiative	60
Departmental EEO & Diversity Action Plans	61
Internal Audit Processes	113
Affirmative Action Data Collection	115
Adverse Impact Analysis	115
Applicant Tracking	115
Complaint Processing	116
Complaints Analysis	116
FY03 EEO Complaints by Type	117
FY02 & 03 Comparison of EEO Cases by Filing Venue	118
FY 03 EEO Case Closure Times	119
EEO Complaints Analysis (FY99-FY03)	120
Management Leadership Service	121
Appendices	123
Discrimination Laws	125
EEO Regulations (Section 5 MCPR)	129
EEO Complaint Processing Guidelines	135
Montgomery County Policy on Sexual Harassment	138
Mediation Fact Sheet	143
Montgomery County Diversity Council By-Laws	145
Description of Job Groups	151
Racial & Ethnic Categories	152

**POLICY STATEMENT
&
RESPONSIBILITY FOR IMPLEMENTATION**

POLICY STATEMENT

Montgomery County is an equal opportunity employer committed to workforce diversity. It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, disability, sexual orientation, genetic status, or political affiliation. It is also the policy of Montgomery County that supervisors and managers must ensure that employees are provided with a work environment that is free from discrimination and harassment of any kind. Employees must not discriminate or harass anyone on these bases, or retaliate against anyone for participating in an investigation under this policy. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

RESPONSIBILITY FOR IMPLEMENTATION

The EEO and Diversity Management Team in the Office of Human Resources is the lead entity responsible for development and implementation of the Equal Employment Opportunity and Diversity Action Plan. The Team is also responsible for enforcement of Montgomery County's Equal Employment Opportunity (EEO) Policy. In conjunction with other County offices, the Team serves to promote fairness, equity, and respect for diversity in the workplace. Managers and supervisors bear a special responsibility to ensure that individuals under their supervision are provided with a work environment free from discrimination and harassment of any kind. Department Directors and County Officials are responsible and accountable for implementing the objectives of the County's EEO and Diversity Action Plan in their respective areas.

DISSEMINATION OF PLAN

DISSEMINATION OF PLAN

The County's Equal Employment Opportunity and Diversity Action Plan shall be made available to applicants, employees, and the general public through the Office of Human Resources (OHR). OHR disseminates the information contained in the Plan to all Department and Agency Directors on an annual basis. They are responsible for making the Plan available to employees within their respective areas, as appropriate. The Plan is also disseminated to the Montgomery County Diversity Council, the Offices of the County Executive including the Office of Community Outreach which staffs the African American, Hispanic/Latino, and Asian American Liaisons. In addition, the Plan is disseminated to the African-American, Hispanic/Latino, and Asian-Pacific Advisory Groups appointed by the County Executive.

The County distributes copies of the County's EEO and Sexual Harassment Policies contained in the Plan at all employee orientations and related training sessions. The Policies are reiterated throughout the year in various County-wide communications, including OHR's *FYI* and policy memoranda from the County Executive. The Policies are available and posted at County facilities and work sites. The Plan and related policies are also available in the resource library of the County's website at www.montgomerycountymd.gov/content/ohr/ResourceLibrary/files/FY04EEOPlan.pdf.

WORK FORCE ANALYSIS

THE FOLLOWING WORK FORCE ANALYSIS SUMMARY PROVIDES A STATISTICAL BREAKDOWN OF THE WORK FORCE COMPOSITION OF THE VARIOUS DEPARTMENTS AND AGENCIES IN THE EXECUTIVE BRANCH OF MONTGOMERY COUNTY GOVERNMENT, BY GENDER AND RACE/ETHNICITY. THE DATA IS PRESENTED IN NUMBERS AND PERCENTAGES OF THE TOTAL WORK FORCE FOR EACH DEPARTMENT.

Work Force Analysis Summary

Executive Branch
07/01/2003

Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
BOARD OF ELECTIONS	22	6 27.27	18 81.82	15 68.18	1 4.55	2 9.09	0 0.00	0 0.00	4 18.18	1 4.55	2 9.09	1 4.55	0 0.00	0 0.00
BOARD OF LICENSE COMMISSIONERS	14	6 42.86	6 42.86	3 21.43	2 14.29	0 0.00	0 0.00	0 0.00	8 57.14	5 35.71	0 0.00	1 7.14	1 7.14	0 0.00
COMMISSION FOR WOMEN	10	4 40.00	10 100.00	6 60.00	2 20.00	2 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
COMMUN USE PUBLIC FACILITIES	25	10 40.00	18 72.00	10 40.00	3 12.00	3 12.00	2 8.00	0 0.00	7 28.00	5 20.00	1 4.00	0 0.00	1 4.00	0 0.00
CORRECTION & REHABILITATION	505	300 59.41	201 39.80	87 17.23	91 18.02	12 2.38	6 1.19	0 0.00	304 60.20	118 23.37	164 32.48	8 1.58	8 1.58	1 0.20
COUNTY ATTORNEY	66	12 18.18	46 69.70	37 56.06	5 7.58	2 3.03	2 3.03	0 0.00	20 30.30	17 25.76	3 4.55	0 0.00	0 0.00	0 0.00
COUNTY EXECUTIVE	47	16 34.04	36 76.60	21 44.68	9 19.15	4 8.51	2 4.26	0 0.00	11 23.40	10 21.28	1 2.13	0 0.00	0 0.00	0 0.00
ECONOMIC DEVELOPMENT	35	19 54.29	21 60.00	9 25.71	4 11.43	3 8.57	3 8.57	1 2.86	14 40.00	7 20.00	2 5.71	2 5.71	2 5.71	1 2.86
ENVIRONMENTAL PROTECTION	49	6 12.24	20 40.82	17 34.69	0 0.00	1 2.04	1 2.04	0 0.00	29 59.18	26 53.06	0 0.00	1 2.04	1 2.04	0 0.00
ETHICS COMMISSION	1	0 0.00	1 100.00	1 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
FINANCE	102	43 42.16	71 69.61	39 38.24	17 16.67	2 1.96	10 9.80	1 0.98	31 30.39	20 19.61	4 3.92	1 0.98	6 5.88	0 0.00
FIRE & RESCUE SERVICE	1069	240 22.45	152 14.22	131 12.25	11 1.03	5 0.47	4 0.37	1 0.09	917 85.78	698 65.29	142 13.28	44 4.12	17 1.59	16 1.50
HEALTH & HUMAN SERVICES	1508	660 43.77	1271 84.28	728 48.28	330 21.88	124 8.22	65 4.31	7 0.46	237 15.72	120 7.96	76 5.04	18 1.19	20 1.33	1 0.07
HOUSING & COMMUNITY AFFAIRS	105	36 34.29	61 58.10	38 36.19	15 14.29	5 4.76	3 2.86	0 0.00	44 41.90	31 29.52	9 8.57	4 3.81	0 0.00	0 0.00
HUMAN RESOURCES	63	24 38.10	45 71.43	27 42.86	13 20.63	3 4.76	1 1.59	0 0.00	18 28.57	12 19.05	1 1.59	1 1.59	3 4.76	0 0.00
HUMAN RIGHTS	22	15 68.18	12 54.55	4 18.18	7 31.82	1 4.55	0 0.00	0 0.00	10 45.45	3 13.64	3 13.64	2 9.09	2 9.09	0 0.00

Data as of 6/16/03

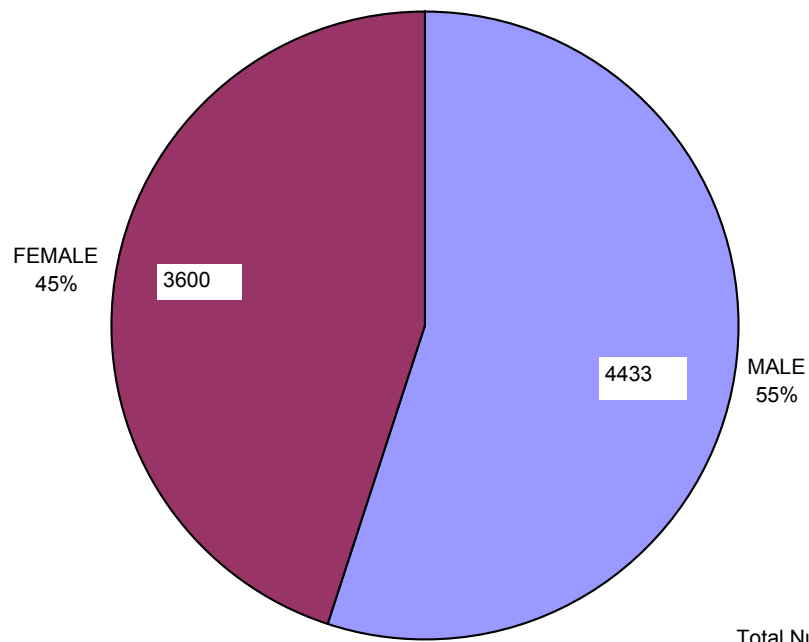
Work Force Analysis Summary

Executive Branch
07/01/2003

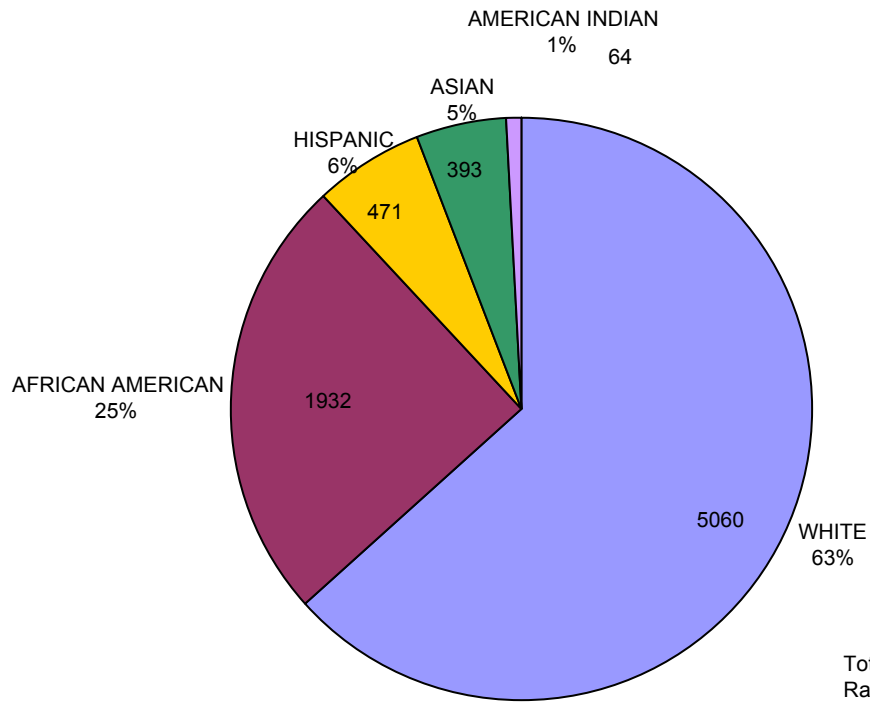
Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
INTERGOVERNMENTAL RELATIONS	4	0 0.00	4 100.00	4 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
LIQUOR CONTROL	247	98 39.68	46 18.62	29 11.74	10 4.05	1 0.40	5 2.02	1 0.40	201 81.38	120 48.58	56 22.67	18 7.29	5 2.02	2 0.81
MANAGEMENT & BUDGET	34	9 26.47	20 58.82	13 38.24	4 11.76	1 2.94	1 2.94	0 0.00	14 41.18	12 35.29	0 0.00	2 5.88	0 0.00	0 0.00
NON DEPARTMENTAL ACCOUNTS	8	6 75.00	5 62.50	1 12.50	2 25.00	1 12.50	1 12.50	0 0.00	3 37.50	1 12.50	1 12.50	0 0.00	1 12.50	0 0.00
PERMITTING SERVICES	179	53 29.61	49 27.37	31 17.32	11 6.15	4 2.23	2 1.12	1 0.56	130 72.63	95 53.07	16 8.94	5 2.79	10 5.59	1 0.56
POLICE	1568	377 24.04	615 39.22	450 28.70	112 7.14	30 1.91	17 1.08	3 0.19	953 60.78	741 47.26	140 8.93	35 2.23	25 1.59	7 0.45
PROCUREMENT	27	11 40.74	14 51.85	8 29.63	5 18.52	0 0.00	1 3.70	0 0.00	13 48.15	8 29.63	3 11.11	0 0.00	1 3.70	0 0.00
PUBLIC INFORMATION	12	3 25.00	6 50.00	6 50.00	0 0.00	0 0.00	0 0.00	0 0.00	6 50.00	3 25.00	1 8.33	0 0.00	2 16.67	0 0.00
PUBLIC LIBRARIES	425	155 36.47	344 80.94	225 52.94	39 9.18	19 4.47	57 13.41	3 0.71	81 19.06	45 10.59	21 4.94	4 0.94	10 2.35	1 0.24
PUBLIC WORKS & TRANSPORTATION	1416	749 52.90	295 20.83	111 7.84	136 9.60	23 1.62	19 1.34	5 0.35	1121 79.17	556 39.27	408 28.81	77 5.44	46 3.25	9 0.64
RECREATION	139	48 34.53	88 63.31	59 42.45	18 12.95	7 5.04	3 2.16	1 0.72	51 36.69	32 23.02	15 10.79	2 1.44	2 1.44	0 0.00
REGIONAL SERVICES CENTERS	42	21 50.00	23 54.76	11 26.19	8 19.05	3 7.14	1 2.38	0 0.00	19 45.24	10 23.81	4 9.52	3 7.14	2 4.76	0 0.00
SHERIFF	152	50 32.89	49 32.24	36 23.68	7 4.61	2 1.32	1 0.66	1 0.66	103 67.76	66 43.42	21 13.82	5 3.29	7 4.61	1 0.66
TECHNOLOGY SERVICES	137	52 37.96	53 38.69	27 19.71	9 6.57	4 2.92	11 8.03	0 0.00	84 61.31	58 42.34	9 6.57	1 0.73	15 10.95	0 0.00
Facility Total % of Total	8033	3029 37.71	3600 44.82	2184 27.19	871 10.84	264 3.29	218 2.71	25 0.31	4433 55.18	2820 35.11	1103 13.73	235 2.93	187 2.33	40 0.50

Data as of 6/16/03

FY 04 EXECUTIVE BRANCH WORKFORCE COMPOSITION BY GENDER



FY 04 EXECUTIVE BRANCH WORKFORCE COMPOSITION BY RACE



Total Employees= 8033
Race/Ethnicity Known= 7920
Race/Ethnicity Unknown= 113

JOB GROUP ANALYSIS

THE FOLLOWING JOB GROUP ANALYSIS SUMMARY PROVIDES A STATISTICAL BREAKDOWN OF THE COMPOSITION OF THE WORK FORCE IN EACH EEO JOB GROUP OF THE EXECUTIVE BRANCH OF MONTGOMERY COUNTY GOVERNMENT BY GENDER AND RACE/ETHNICITY. THE DATA ARE PRESENTED IN TERMS OF NUMBERS AND PERCENTAGES OF THE TOTAL NUMBER OF EMPLOYEES IN EACH JOB GROUP.

Job Group Analysis Summary

Executive Branch
07/01/2003

Job Group	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
211 Officials and Administrators	58	11 18.97	25 43.10	17 29.31	7 12.07	0 0.00	1 1.72	0 0.00	33 56.90	30 51.72	1 1.72	1 1.72	1 1.72	0 0.00
212 Officials and Administrators M	299	75 25.08	130 43.48	90 30.10	34 11.37	4 1.34	1 0.33	0 0.00	169 56.52	134 44.82	17 5.69	4 1.34	12 4.01	1 0.33
221 Professionals (RNs, Librarians	475	135 28.42	434 91.37	315 66.32	76 16.00	18 3.79	20 4.21	1 0.21	41 8.63	25 5.26	10 2.11	3 0.63	3 0.63	0 0.00
222 Other Professionals	1234	500 40.52	750 60.78	425 34.44	175 14.18	63 5.11	70 5.67	4 0.32	484 39.22	309 25.04	94 7.62	26 2.11	47 3.81	1 0.08
223 Professionals First Line Super	310	89 28.71	191 61.61	136 43.87	36 11.61	10 3.23	7 2.26	1 0.32	119 38.39	85 27.42	21 6.77	3 0.97	8 2.58	0 0.00
231 Technicians	604	179 29.64	327 54.14	236 39.07	60 9.93	21 3.48	7 1.16	3 0.50	277 45.86	189 31.29	48 7.95	17 2.81	17 2.81	2 0.33
233 Technicians First Line Supers	27	3 11.11	5 18.52	3 11.11	2 7.41	0 0.00	0 0.00	0 0.00	22 81.48	21 77.78	1 3.70	0 0.00	0 0.00	0 0.00
241 Protective Service Officials	439	77 17.54	53 12.07	42 9.57	7 1.59	1 0.23	3 0.68	0 0.00	386 87.93	320 72.89	47 10.71	9 2.05	6 1.37	4 0.91
242 Protective Service Patrol	2116	610 28.83	485 22.92	365 17.25	89 4.21	19 0.90	5 0.24	3 0.14	1631 77.08	1141 53.92	353 16.68	74 3.50	35 1.65	21 0.99
243 Protective Service Other	151	84 55.63	61 40.40	27 17.88	32 21.19	1 0.66	0 0.00	0 0.00	90 59.60	40 26.49	41 27.15	2 1.32	4 2.65	0 0.00
251 Paraprofessionals	399	225 56.39	323 80.95	138 34.59	70 17.54	57 14.29	49 12.28	5 1.25	76 19.05	36 9.02	23 5.76	6 1.50	11 2.76	0 0.00
253 Paraprofessionals First Line S	60	17 28.33	18 30.00	14 23.33	3 5.00	0 0.00	1 1.67	0 0.00	42 70.00	29 48.33	10 16.67	2 3.33	0 0.00	1 1.67
261 Office and Clerical	616	289 46.92	567 92.05	306 49.68	165 26.79	47 7.63	38 6.17	4 0.65	49 7.95	21 3.41	12 1.95	7 1.14	6 0.97	1 0.16
262 Other Clerical	217	102 47.00	108 49.77	50 23.04	31 14.29	10 4.61	15 6.91	0 0.00	109 50.23	65 29.95	32 14.75	3 1.38	8 3.69	1 0.46
263 Office and Clerical First Line	18	7 38.89	6 33.33	2 11.11	4 22.22	0 0.00	0 0.00	0 0.00	12 66.67	9 50.00	2 11.11	0 0.00	1 5.56	0 0.00
271 Skilled Craft	343	128 37.32	6 1.75	3 0.87	1 0.29	0 0.00	1 0.29	1 0.29	337 98.25	212 61.81	83 24.20	20 5.83	13 3.79	2 0.58

Data as of 6/16/03

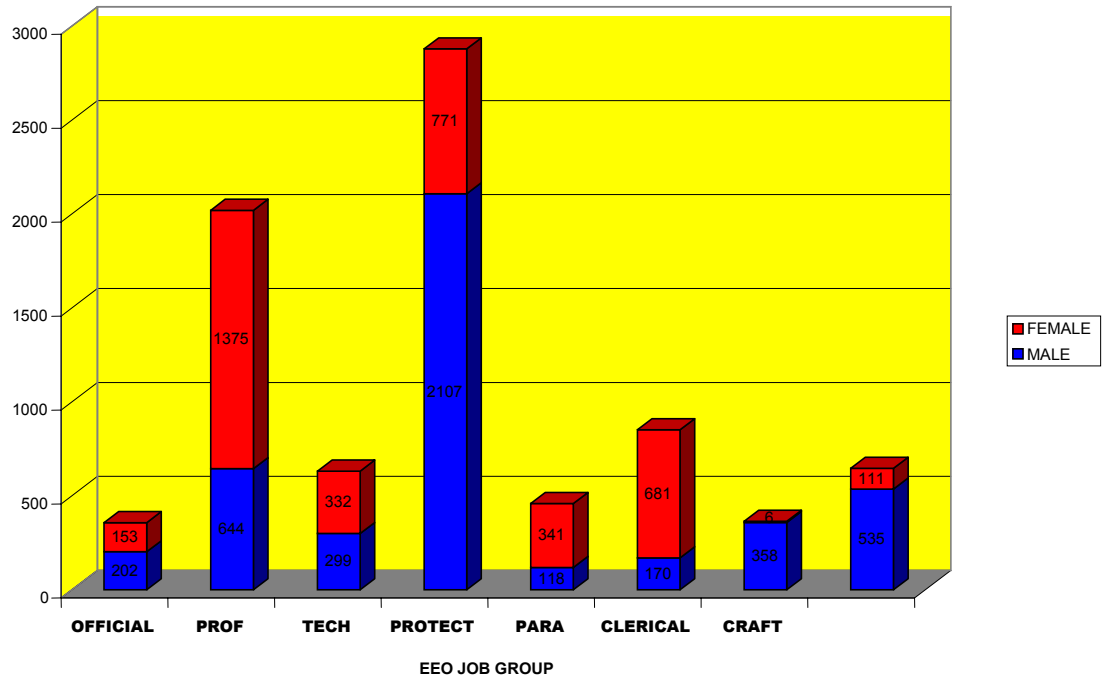
Job Group Analysis Summary

Executive Branch
07/01/2003

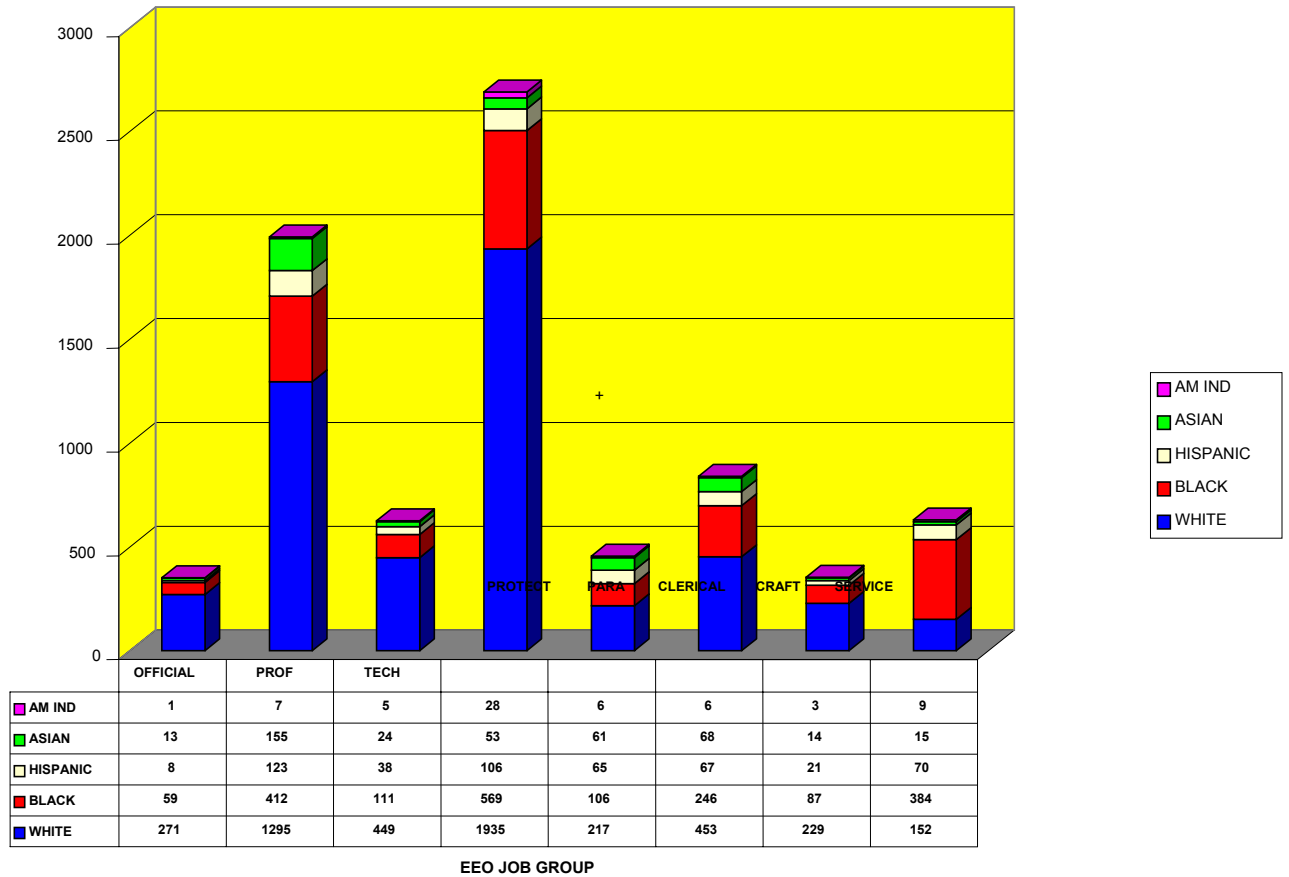
Job Group	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
273 Skilled Craft First Line Super	21	4 19.05	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	21 100.00	17 80.95	3 14.29	1 4.76	0 0.00	0 0.00
281 Service Maintenance	606	478 78.88	104 17.16	14 2.31	73 12.05	13 2.15	0 0.00	3 0.50	502 82.84	114 18.81	297 49.01	55 9.08	15 2.48	6 0.99
283 Service Maintenance First Line	40	16 40.00	7 17.50	1 2.50	6 15.00	0 0.00	0 0.00	0 0.00	33 82.50	23 57.50	8 20.00	2 5.00	0 0.00	0 0.00
Facility Total % of Total	8033	3029 37.71	3600 44.82	2184 27.19	871 10.84	264 3.29	218 2.71	25 0.31	4433 55.18	2820 35.11	1103 13.73	235 2.93	187 2.33	40 0.50

Data as of 6/16/03

FY 04 JOB GROUP DISTRIBUTION BY GENDER



FY 04 JOB GROUP DISTRIBUTION BY RACE/ETHNICITY



UTILIZATION ANALYSIS

THE FOLLOWING INCUMBENCY VS. ESTIMATED AVAILABILITY SUMMARY (ALSO KNOWN AS THE UTILIZATION ANALYSIS SUMMARY) PROVIDES A STATISTICAL BREAKDOWN OF THE COUNTY'S WORKFORCE COMPOSITION IN EACH JOB GROUP BY GENDER AND RACE/ETHNICITY, AS COMPARED WITH THE AVAILABILITY OF QUALIFIED INDIVIDUALS IN THE RELEVANT LABOR MARKET.* THE COMPARISON IS MADE IN EACH EEO JOB GROUP BY GENDER AND RACE/ETHNICITY. UNDERUTILIZATION IS SAID TO EXIST WHEN THE DIFFERENCE BETWEEN THE COUNTY'S WORKFORCE AND THE AVAILABLE QUALIFIED WORKFORCE IS GREATER THAN TWO STANDARD DEVIATIONS. COUNTY WORKFORCE DATA IS PRESENTED IN NUMBERS AND PERCENTAGES, WHILE THE LABOR MARKET DATA IS PRESENTED IN TERMS OF PERCENTAGES ONLY, FOR EACH JOB GROUP.

*PLEASE NOTE THAT THIS ANALYSIS IS BASED ON 1990 U.S. CENSUS DATA WHICH IS THE MOST RECENT CENSUS DATA MADE AVAILABLE BY THE FEDERAL GOVERNMENT. ALTHOUGH NOT REFLECTIVE OF THE CURRENT DEMOGRAPHICS OF THE COMMUNITY, IT IS CURRENTLY THE DATA THAT IS OFFICIALLY USED BY THE FEDERAL GOVERNMENT IN DETERMINING UNDERUTILIZATION.

Incumbency v. Estimated Availability Summary

Executive Branch

07/01/2003

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
211 Officials and Administrators	58	Female Minority Black Hispanic Asian AmIndian	25 11 8 1 2 0	43.10 18.97 13.79 1.72 3.45 0.00	40.32 19.40 12.76 3.58 2.39 0.57	
212 Officials and Administrators M	299	Female Minority Black Hispanic Asian AmIndian	130 75 51 8 13 1	43.48 25.08 17.06 2.68 4.35 0.33	56.01 28.79 17.06 4.80 5.80 0.30	Yes
221 Professionals (RNs, Librarians	475	Female Minority Black Hispanic Asian AmIndian	434 135 86 21 23 1	91.37 28.42 18.11 4.42 4.84 0.21	81.40 34.69 26.85 2.93 4.49 0.28	Yes Yes
222 Other Professionals	1234	Female Minority Black Hispanic Asian AmIndian	750 500 269 89 117 5	60.78 40.52 21.80 7.21 9.48 0.41	66.55 38.78 25.37 6.12 6.26 0.54	Yes Yes
223 Professionals First Line Super	310	Female Minority Black Hispanic Asian AmIndian	191 89 57 13 15 1	61.61 28.71 18.39 4.19 4.84 0.32	69.80 34.78 21.85 5.28 6.43 0.35	Yes Yes
231 Technicians	604	Female Minority Black Hispanic Asian AmIndian	327 179 108 38 24 5	54.14 29.64 17.88 6.29 3.97 0.83	52.54 40.31 27.78 5.30 5.85 0.59	Yes Yes
233 Technicians First Line Supers	27	Female Minority Black Hispanic Asian AmIndian	5 3 3 0 0 0	18.52 11.11 11.11 0.00 0.00 0.00	54.68 30.02 18.70 5.99 3.94 0.78	Yes* Yes*
241 Protective Service Officials	439	Female Minority Black Hispanic Asian AmIndian	53 77 54 10 9 4	12.07 17.54 12.30 2.28 2.05 0.91	22.17 28.67 20.99 4.29 1.81 1.08	Yes Yes Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes* indicates Probability <= 0.0500

Incumbency v. Estimated Availability Summary

Executive Branch

07/01/2003

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
242 Protective Service Patrol	2116	Female Minority Black Hispanic Asian AmIndian	485 610 442 93 40 24	22.92 28.83 20.89 4.40 1.89 1.13	19.81 37.84 34.20 2.57 0.78 0.21	Yes Yes
243 Protective Service Other	151	Female Minority Black Hispanic Asian AmIndian	61 84 73 3 4 0	40.40 55.63 48.34 1.99 2.65 0.00	37.15 34.56 29.22 1.95 2.62 0.67	
251 Paraprofessionals	399	Female Minority Black Hispanic Asian AmIndian	323 225 93 63 60 5	80.95 56.39 23.31 15.79 15.04 1.25	73.85 40.64 26.61 6.19 6.88 0.39	
253 Paraprofessionals First Line S	60	Female Minority Black Hispanic Asian AmIndian	18 17 13 2 1 1	30.00 28.33 21.67 3.33 1.67 1.67	80.28 54.37 23.88 14.54 13.87 1.17	Yes Yes Yes Yes
261 Office and Clerical	616	Female Minority Black Hispanic Asian AmIndian	567 289 177 54 44 5	92.05 46.92 28.73 8.77 7.14 0.81	87.65 38.99 29.73 4.24 4.42 0.39	
262 Other Clerical	217	Female Minority Black Hispanic Asian AmIndian	108 102 63 13 23 1	49.77 47.00 29.03 5.99 10.60 0.46	67.36 41.56 29.59 5.28 5.95 0.40	Yes
263 Office and Clerical First Line	18	Female Minority Black Hispanic Asian AmIndian	6 7 6 0 1 0	33.33 38.89 33.33 0.00 5.56 0.00	77.59 46.81 29.63 7.64 7.66 0.68	Yes*
271 Skilled Craft	343	Female Minority Black Hispanic Asian AmIndian	6 128 84 20 14 3	1.75 37.32 24.49 5.83 4.08 0.87	14.52 49.63 39.95 5.58 3.58 0.23	Yes Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes* indicates Probability <= 0.0500

County-wide Utilization Progress Report (FY 04 and FY 03 Comparison)

Underutilized?

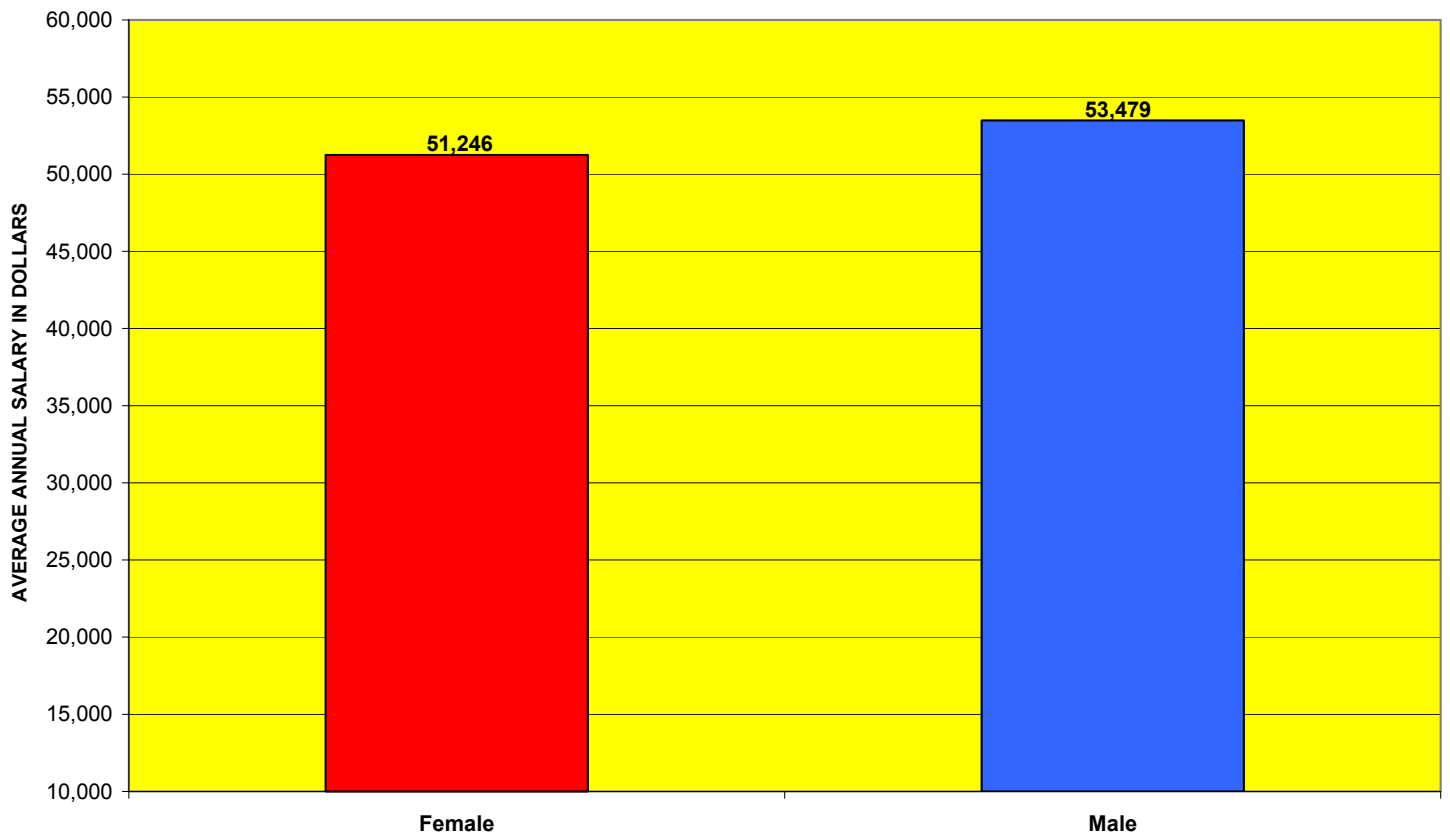
Job Group		Female	Minority	Black	Hispanic	Asian	Am. Indian
211 Officials & Admin	FY 04						
	FY 03						
212 Officials & Admin (Mid)	FY 04	YES					
	FY 03	YES					
222 Prof (Other)	FY 04	YES		YES			
	FY 03	YES		YES			
223 Prof (1st Line Sup)	FY 04	YES	YES				
	FY 03	YES	YES	YES			
231 Technicians	FY 04		YES	YES			
	FY 03		YES	YES		YES	
233 Tech (1 st Line Sup)	FY 04	YES	YES				
	FY 03	YES	YES				
241 Protect Serv Officials	FY 04	YES	YES	YES	YES		
	FY 03	YES	YES	YES	YES		
242 Protect Service Patrol	FY 04		YES	YES			
	FY 03		YES	YES			
251 Paraprofessionals	FY 04						
	FY 03						
261 Office & Clerical	FY 04						
	FY 03						
262 Clerical (Other)	FY 04	YES					
	FY 03	YES					
263 Off & Cler 1 st Line	FY 04	YES					
	FY 03	YES					
271 Skilled Craft	FY 04	YES	YES	YES			
	FY 03	YES	YES	YES			
273 Skill Craft 1 st Line Sup	FY 04						
	FY 03						
281 Service Maintenance	FY 04	YES					
	FY 03	YES					
283 Service Maint 1 st Line	FY 04		YES	YES			
	FY 03		YES	YES			

YES indicates there is statistically significant underutilization of females or minorities in the respective job group, as compared to the availability of those individuals in the relevant labor market; Utilization is based on 1990 census data. Information is current as of the beginning of the designated fiscal year.

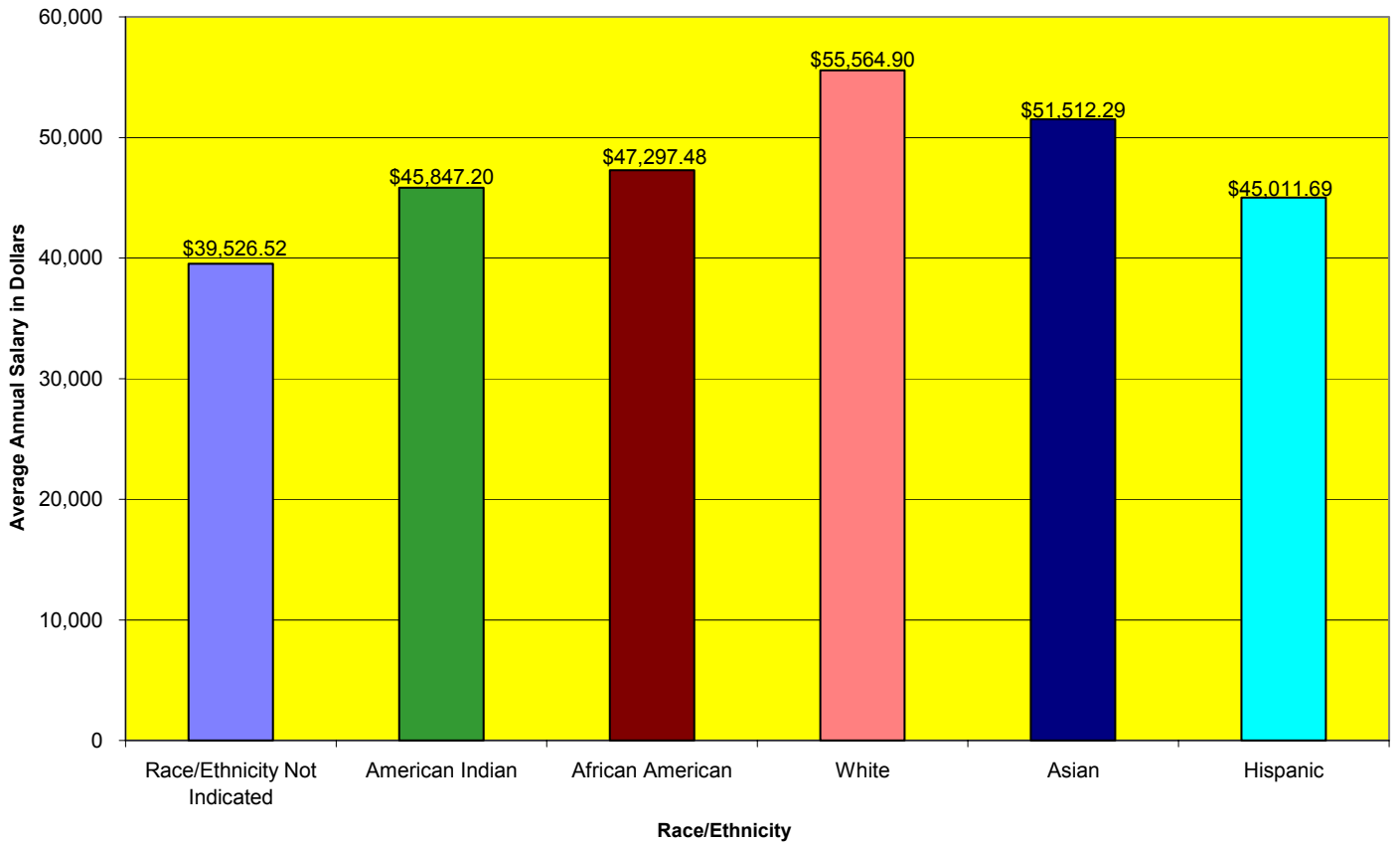
SALARY ANALYSIS

THE FOLLOWING SALARY ANALYSIS PROVIDES GRAPHICAL DATA ON THE AVERAGE ANNUAL PAY OF REGULAR, ACTIVE EMPLOYEES IN THE COUNTY'S EXECUTIVE BRANCH WORK FORCE BY RACE/ETHNICITY AND GENDER.

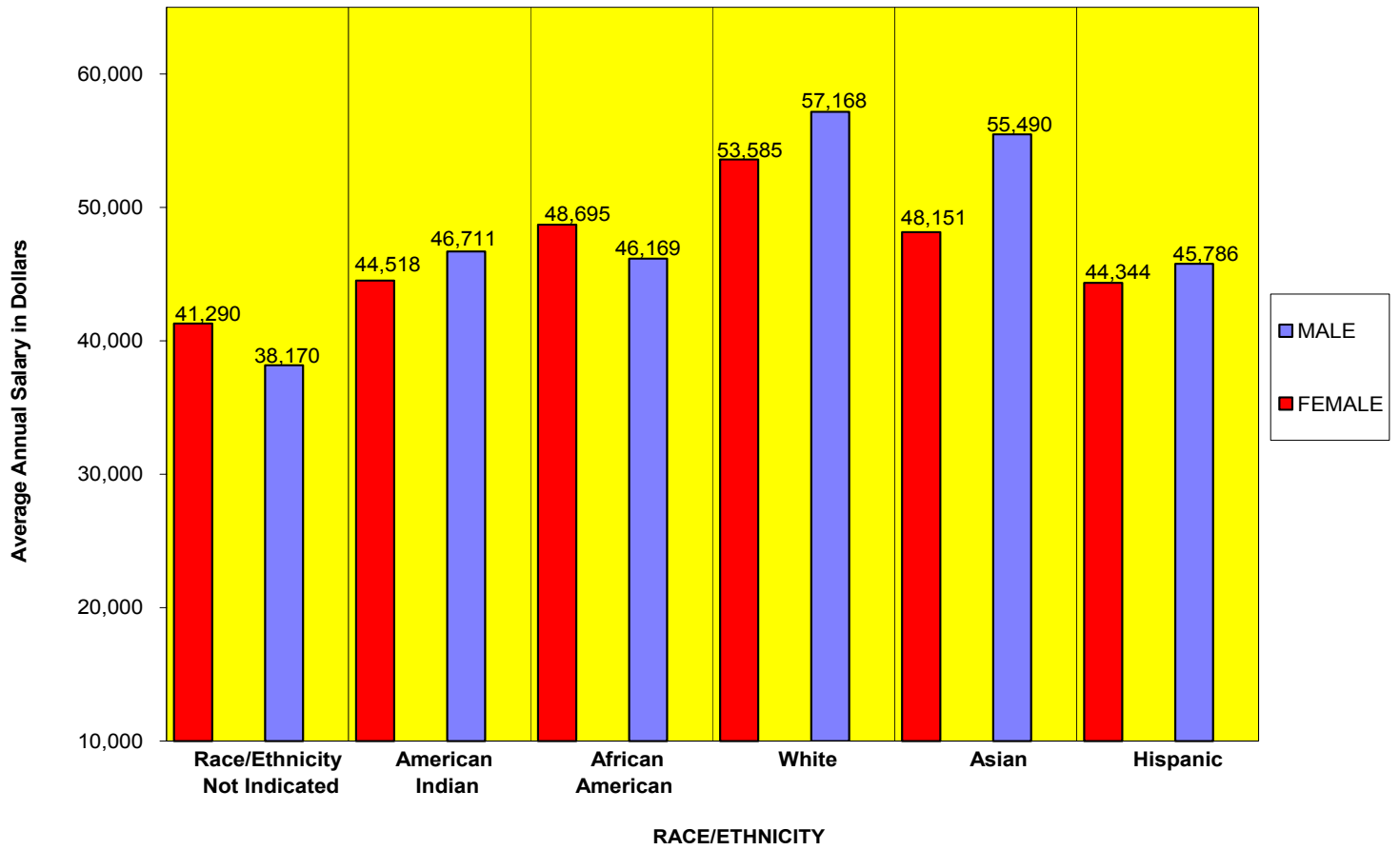
FY 04 AVERAGE ANNUAL SALARY BY GENDER



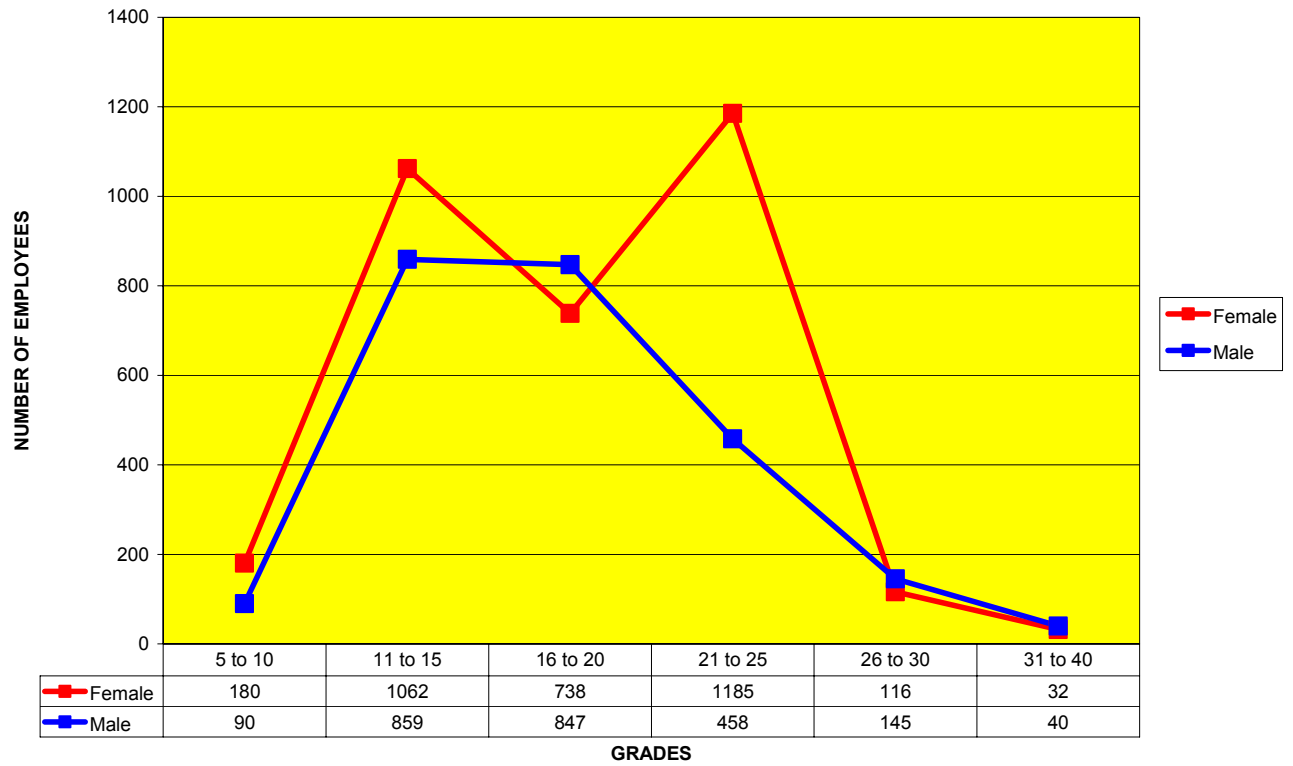
FY04 AVERAGE SALARY BY RACE/ETHNICITY



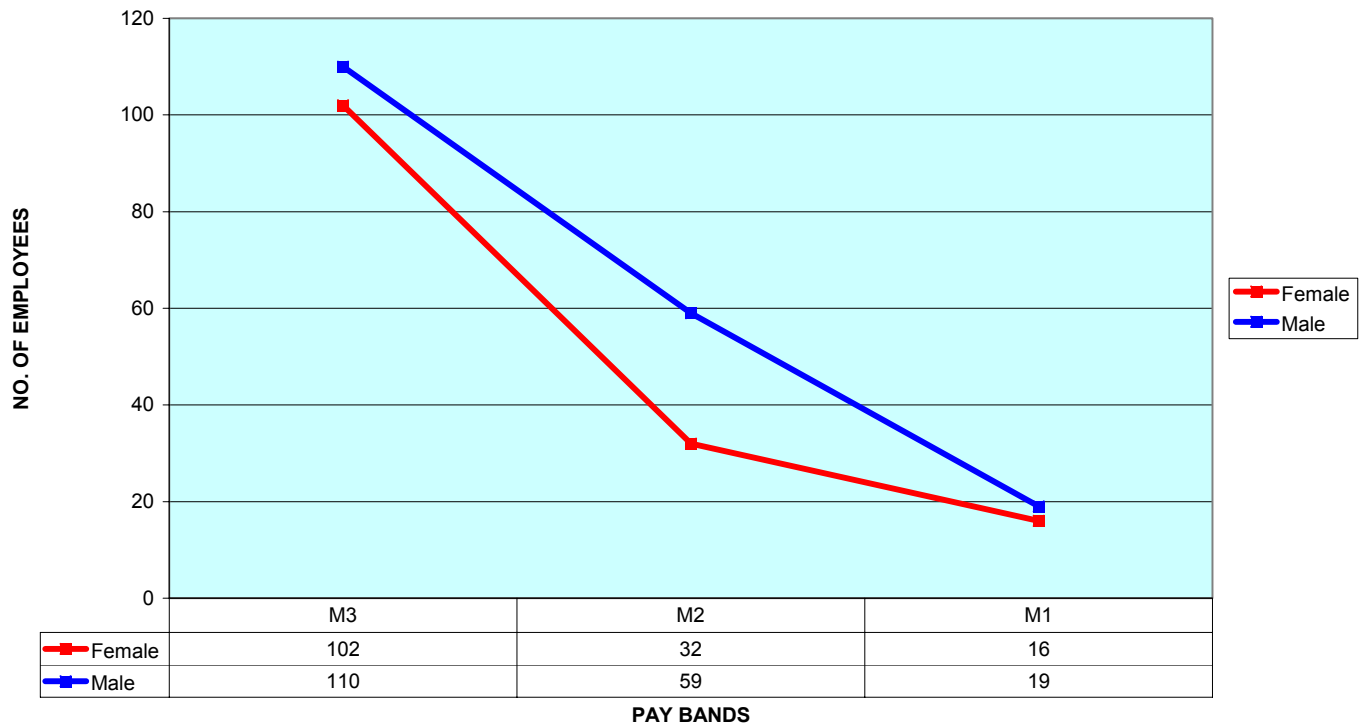
FY '04 AVERAGE ANNUAL SALARY BY RACE/ETHNICITY BY GENDER



FY 04 PAY GRADE DISTRIBUTION BY GENDER (Civilian Pay Scales Only)



FY04 MANAGEMENT LEADERSHIP SERVICE Pay Band Distribution by Gender



(Note: Salary levels increase from M3 to M1)

**DISCUSSION OF ANALYSES
&
AREAS OF NEED**

DISCUSSION OF ANALYSES AND AREAS OF NEED

Work Force Analysis

Despite unprecedented fiscal challenges and budgetary constraints over the last year, Montgomery County continued its strides in increasing the diversity of its work force through FY 2003.¹ The FY04 Work Force Analysis (generated 7/1/03) revealed that minority and female representation in the Executive Branch increased in the last year, continuing a five year pattern of increasing diversity in the County workforce. Minorities currently represent 37.71% of the work force, compared to 36.6% last year. Although the female representation decreased slightly as a percentage of the total work force (from 45.07% in FY03 to 44.82% in FY04), their total numbers increased slightly.

Individually, all tracked racial/ethnic groups increased in representation, as well. Hispanics experienced the greatest percentage increase since FY03, increasing from 471 (or 5.9% of the workforce) to 499 (6.2% of the workforce) in FY 04. This represents a 5.94% increase over their FY03 numerical representation. This increase was followed by a 3.05% increase in Asian representation from FY03, which increased from 393 (4.92% of the workforce) in FY03 to 405 (5.0% of the workforce) in FY04. Black employees continued to comprise the largest individual minority representation at 24.57% of the total Executive Branch work force.

Executive Branch Work Force Representation* FY00 through FY04

	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian	American Indian
FY00	7205	3185	2374	1673	347	298	56
#/%	100%	44.2%	32.9%	23.2%	4.8%	4.1%	0.8%
FY01	7382	3289	2488	1723	386	322	57
#/%	100%	44.6%	33.7%	23.3%	5.2%	4.4%	0.8%
FY02	7795	3536	2789	1862	458	360	61
#/%	100%	45.36%	35.78	23.9%	5.9%	4.6%	0.8%
FY03	7981	3597	2921	1932	471	393	64
#/%	100%	45.07%	36.6%	24.20%	5.9%	4.92%	0.8%
FY04	8033	3600	3029	1974	499	405	65
#/%	100%	44.82%	37.71%	24.57%	6.2%	5.0%	0.8%

*All data reflect work force numbers as of the beginning of the designated fiscal year.

¹ NOTE: Due to a technical sorting error in the import of data last year, the FY 03 Work Force Analysis contained discrepancies in the race and gender breakdown for individual departments. However, these discrepancies did not impact the total departmental work force counts, or the overall race and gender breakdown for the Executive Branch.

As a result of restrictive economic conditions which elicited a hiring freeze in FY03, Montgomery County experienced its smallest increase in work force in five years in FY04. At 8033 (regular, active) employees, the Executive Branch work force increased by only .65% over the last year. In spite of this negligible increase, minority representation (as an aggregate of all covered racial/ethnic groups) increased from 36.6% to 37.7% during the same time frame. This 3.69% increase in representation significantly outpaced the overall increase in the Executive Branch workforce of .65%. Though modest, the increase in minority representation demonstrated the concerted efforts of County departments, agencies and the Office of Human Resources (OHR) in achieving its goal of recruiting and retaining a highly qualified and diverse work force.

Change in Executive Branch Work Force FY00 through FY04

	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian	American Indian
FY99-00 % Change	+1.3%	+0.5%	+2.6%	+2.0%	+3.6%	+5.3%	+1.8%
FY00-01 % Change	+2.5%	+3.3%	+4.8%	+3.0%	+11.2%	+8.1%	+1.8%
FY01-02 % Change	+5.6%	+7.5%	+12.1%	+8.1%	+18.7%	+11.8%	+7.0%
FY02-03 % Change	+2.38%	+1.72%	+4.73%	+3.75%	+2.83%	+9.16%	+4.91%
FY03-04 % Change	+0.65%	+0.08%	+3.69	+2.17	+5.94	+3.05%	+1.56%

Job Group Analysis

The FY04 Job Group Analysis shows increases in the representation of females and minorities in most EEO job groups (see Appendix for a general description of the EEO job groups/categories). One notable exception to this is in the Clerical job group where there was an overall decrease in the total number of incumbents. Accordingly, females and all minority groups experienced a decrease in representation in that job group. Some of the greatest increases in incumbents were in the Officials and Administrators (O&A) and Protective Services job groups. The O&A job group increased 3.17% since last year. Females and minorities in that job group increased 1.3% and 11.68%, respectively. Of the minority groups tracked, Black incumbents in the O&A job group increased the most (15.68%). Hispanic employees actually decreased by 10% (or one incumbent) in that job group.

The Professionals job group grew slightly by 14 incumbents or .68%, overall. In spite of this negligible increase, females and minority groups (with the exception of American Indians who experienced no change) outpaced this growth with percentage increases ranging from 1.17% to 10.81%. Hispanic employees accounted for the majority of this

increase by adding 12 incumbents to that job group for an increase of 10.81% since the previous year. The increase in Asian representation in the Professionals job group followed with a 7.63% increase from the previous year.

The Protective Services job group saw a significant increase in its Hispanic representation, as well (up 11.57% from the preceding year). This increase was followed by a 7.69% increase in American Indian representation, 4.90% increase in female representation, 4.21% increase in Black representation, and 3.92% increase in Asian representation. Much of this growth can be attributed to the opening of the new Clarksburg Correctional Facility which required a massive recruitment of Correctional Officers in the Department of Correction and Rehabilitation. These increases are reflective of the Department's concerted efforts to increase the diversity of its workforce.

Change in (Selected) Job Group Representation FY03-FY04

EEO Job Group		All Employees	Females	Minorities	Black	Hispanic	Asian	American Indian
Officials & Administrators*	FY03 Total: #							1
	Change: %	357 +11	155 +2	86 +9	59 +8	9 -1	15 No Change	No Change
	Change: %	+3.17%	+1.30%	+11.68%	+15.68%	-10.0%		
Professionals*	FY03 Total: #							7
	Change: %	2019 +14	1375 +16	724 +46	412 +11	123 +12	155 +11	No Change
	Change: %	+0.69%	+1.17%	+6.78%	+2.74%	+10.81%	+7.63%	
Protective Services*	FY03 Total: #							
	Change: %	2706 +47	599 +28	771 +44	569 +23	106 +11	53 +2	28 +2
	Change: %	+1.76%	+4.90%	+6.05%	+4.21%	+11.57%	+3.92%	+7.69%
Clerical*	FY03 Total: #						68 -1	
	Change: %	851 -23	681 -26	398 -7	246 -6	67 No Change	-1.49%	6 -1
	Change: %	-2.63%	-3.67%	-1.72%	-2.38%			-14.28%
All Job Groups:	FY03 Total: #	8033 +52	3600 +3	3029 +108	1974 +42	499 +28	405 +12	65 +1
	Change: %	+0.65%	+0.08%	+3.69%	+2.17%	+5.94%	+3.05%	+1.56%
	Change: %							

* These job groups include the sub-groups assigned to each job group. For example, Professionals includes Professionals –RNs, Librarians, Social Workers; Professionals – Other; and Professionals – First Line Supervisors.

Utilization Analysis

Utilization is a critical work force measurement that compares the incumbent work force of a protected class with the available qualified work force of the same protected class in the relevant labor market. Underutilization is indicated when the difference between those quantities is greater than two standard deviations or by using a binomial calculation for small job groups. These are the standards accepted by the U.S. Equal Employment Opportunity Commission for determining underutilization.

The County has made significant improvement in the utilization of females and minorities as compared with the qualified and available labor market statistics (see Incumbency v. Estimated Availability Summary). Most notably, in FY04, the County eliminated underutilization in two job groups: Blacks are no longer underutilized in the Professionals (First Line Supervisors) job group; and Asians are no longer underutilized in the Technicians job group. This demonstrates the effectiveness of the County's concerted outreach efforts to increase the representation of underutilized groups in the workforce. Additionally, females and minorities continue to be well represented in the top ranks of the Official and Administrators job group of the Executive Branch. The data continue to indicate no statistically significant underutilization of women or minorities in this highest job group.

However, the Incumbency v. Estimated Availability Analysis for FY04 again revealed several areas of underutilization in our County workforce. Females continue to be underrepresented in the Mid-Level Officials and Administrators, Other Professionals, Professional-First Line Supervisors, Technicians- First Line Supervisors, Protective Service Officials, Paraprofessionals- First Line Supervisors, Other Clerical, Clerical First Line Supervisors, Skilled Craft, and Service Maintenance job groups.

Black employees continue to be underrepresented in the following job groups: Professionals, Technicians, Protective Services Officials, Protective Services Patrol, Skilled Craft, and Service Maintenance - First Line Supervisors. However, the FY04 Analysis indicated that Blacks are no longer underutilized in the Professional – First Line Supervisors job group and revealed a slight decrease in the degree of underutilization in the Professionals job group from the previous fiscal year.

Hispanic employees continue to be underrepresented in the Protective Service Officials and Paraprofessionals- First Line Supervisors, similar to last year. However, here again, the degree of underutilization has lessened considerably in the Protective Services Officials job group. The actual number of Hispanic incumbents in this job group has increased significantly, doubling from five to ten in the last year.

Finally, the Analysis reveals that underutilization of Asians in the Paraprofessionals - First Line Supervisors job group continued; however, the percentage increase dropped somewhat from the previous year. The Analysis shows no statistically significant underutilization of Asians in any other job group. In addition the analysis shows no statistically significant underutilization of American Indians in any job group. This may

be due, in part, to the low availability of qualified American Indians in the local labor market.

Salary Analysis

Montgomery County continued to make remarkable strides in salary parity between the genders. At \$51,246, the average salary for females in FY04 is 96% of the average salary for males (\$53,479), an increase of 2% over the previous year. This is substantially higher than the national statistics on pay disparity where females' salaries are approximately 72% of males'.²

Although females continue to be somewhat concentrated in lower graded (grade 5 to 15) positions, this is offset by the significantly greater number of females in the mid-range grades of 21 through 25. The Management Leadership Service, which comprises three broadbanded management occupational classes and corresponding pay bands, shows a higher representation of males than females in all three pay bands (see Management Leadership Service Pay Band Distribution by Gender).

The FY04 Salary Analysis showed moderate disparities in average salaries among racial/ethnic groups and slight disparity between genders. The data was calculated on the basis of average annual pay for regular, active employees in all job groups of the Executive Branch, as of July 2003. The table below depicts the average salaries by race and gender:

Average Annual Pay by Race and Gender

Group	White	Black	Hispanic	Asian	Am. Ind.	All Emps.
Male	\$57,168	\$46,169	\$45,786	\$55,490	\$46,711	\$53,479
Female	\$53,585	\$48,695	\$44,344	\$48,151	\$44,518	\$51,246
All Emps.	\$55,564	\$47,297	\$45,011	\$51,512	\$45,847	\$52,363

The Analysis revealed that average salaries increased for all races and genders since FY03. The average increase for all groups was approximately 4%. American Indian employees experienced the greatest increase in average salary from FY 03 to FY 04 with an increase of 6.2%. However, this increase was based on a very small number of employees (65 or 0.8% of the total workforce). White males continue to earn the highest average salary at \$57,168 followed by Asian males at \$55,490. Hispanic females replaced American Indian females in earning the lowest average salary at \$44,344. The difference between the lowest and highest average salaries in FY04 is \$12,824 or 22% (of the highest average salary). This difference is lower than last year's difference of \$14,359 or 26%, respectively.

² *Working Women: Equal Pay-It's Time for Working Women to Earn Equal Pay*, www.AFL-CIO.org/women/equalpay, Aug 2001

Conclusion

Overall, the FY04 Plan reveals noteworthy improvement in the representation of individuals in all protected classes, despite unprecedented fiscal constraints and the concomitant restriction on hiring opportunities. Montgomery County was successful in eliminating underutilization in two job groups over the past year, and continued to make strides in decreasing the degree of underutilization in many other job groups. The County's goal remains the optimum utilization of all qualified employees in every job group. To that end, OHR continues to pursue expanded recruitment outreach activities, and is in the process of implementing new on-line tools to enhance the application process and track applicant flow. The recruitment strategies for FY04 are addressed in the *Recruitment Objectives and Strategies* section of this Plan.

**RECRUITMENT OBJECTIVES
&
STRATEGIES**

RECRUITMENT OBJECTIVES AND STRATEGIES

I Recruitment Philosophy

It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, disability, sexual orientation, genetic status, or political affiliation. The County's goal is to provide full and equal opportunity for qualified individuals.

To this end, the County employs strategies to attract a diverse and qualified pool of candidates from which to make employment decisions. Recognizing the value of diversity in terms of the skills, abilities, experiences, and perspectives of individuals, Montgomery County strives to achieve inclusiveness through recruitment outreach and by identifying and eliminating barriers to diversity in recruitment.

II Areas of Need

Utilization of qualified women and minorities in the labor market is the means by which the County measures its success in meeting its recruitment goals. Optimum utilization of qualified women and minorities is the ultimate goal. In order to measure our progress toward this goal, we have identified the job groups where underutilization exists, followed by the population that is underutilized:⁴

Officials and Administrators - Mid-Level:	Females
Professionals:	Blacks
Professionals - First Line Supervisors:	Females
Technicians:	Blacks
Technicians - First Line Supervisors:	Females
Protective Services - Officials:	Females, Blacks, Hispanics
Protective Services - Patrol:	Blacks
Para-Professionals - First Line Supervisors:	Females, Hispanic, Asians
Office/Clerical (Other):	Females
Office/Clerical - First Line Supervisors:	Females
Skilled Craft:	Females, Blacks
Service Maintenance:	Females
Service Maintenance- First Line Supervisors:	Blacks

III Recruitment Objectives

The County's goal is to achieve a diverse cadre of qualified employees and eliminate barriers to optimum utilization of underrepresented employees. To this end, the Office of

⁴Underutilization is identified when the disparity between the incumbent workforce and the qualified available labor force in the relevant area is greater than two standard deviations.

Human Resources (OHR) will continue to expand and target its recruitment outreach efforts to reach those currently underrepresented communities, as indicated above. Specifically, the County's objectives are to increase the representation of qualified females and minorities in each of the underrepresented job groups listed above until all areas of underutilization have been eliminated.

IV Recruitment Strategies (Steps to Achieve Objectives)

OHR is the primary agency responsible for performing recruitment activities for countywide employment. Through OHR, the County strives to meet its recruitment objectives by expanding and targeting outreach to areas serving the Black, Hispanic, Asian/Pacific Islander, and American Indian communities to address underrepresentation of those groups in the County workforce. This is accomplished through the use of multi-media; community, professional, and educational organizations; and special events (job fairs, conferences, celebrations) aimed at serving minorities and women. OHR has implemented the following strategies and steps to achieve these objectives:

General

- OHR is available to meet with individual departments in a consulting capacity to advise them on outreach to a variety of underrepresented groups in their department-specific recruitment efforts;
- OHR establishes a booth at the Annual Diversity Day Observance Program for employees and members of the community to promote diversity in the County Government.
- OHR partners with the Md. State Joint Services Employer Committee (JSEC) to sponsor a job fair which attracts a diverse candidate pool of over 2,500 candidates.
- The County operates the Cultural Diversity Center that serves as a liaison between the County Government and the County's many ethnic communities, and provides outreach and career development services, among other things.
- OHR is forging partnerships with American University, Montgomery College, the University of Maryland and other academic institutions to establish internship programs that tap into the Washington Metropolitan Area's diverse population.
- Employment informational seminars are planned through the Fall of 2003 and Spring of 2004 at designated County libraries particularly where large segments of language minorities reside.
- OHR has enhanced the application process by providing candidates the option of applying for County jobs on-line. Along with the introduction of this option, OHR is conducting an extensive outreach and training effort, particularly in the minority and disabled community, to insure all potential candidates understand and are comfortable with the option. In a concerted effort to bridge the "digital divide", public access computers have been installed in the Regional Service Centers. Additional public access computers are available in the public libraries, selected recreation centers, and various other locations around the County, including the EOB lobby and in OHR.

Females

- The County sponsors programs promoting outreach and related services to women through the Montgomery County Commission for Women. These programs include:
- Re-entry to the Workforce Workshop
- Take Your Children to Work Day
- The County places advertisements on web-sites, attends job fairs and a series of seminars designed to assist women in their job search to promote employment opportunities with the County Government, including:
- Women's Fair
- ivillage.com
- Advancing Women's Career Center (advancingwomen.com)
- Career Exposure (careerexposure.com)

Minorities

- Workshops were offered in the Spanish/English languages to outreach, assist, and educate recent immigrants with the Montgomery County employment selection processes in numerous sites throughout the County.
- OHR has established contact with Radio One, a minority-owned radio station, to pursue its media outreach strategy. Additionally, a television interview was recorded in May 2002 on the Spanish "Que Pasa" show on Montgomery County cable to inform the Hispanic population on the employment process in Montgomery County and encourage them to consider Montgomery County a viable employer. This interview was played several times. Recruitment efforts were also conducted on Radio America.
- OHR has advertised job opportunities in the following publications/web-sites with high minority readership.
- Affirmative Action Register
- DiversePro (diversepro.com)
- Washington Afro American
- Best Diversity Employers (bestdiversityemployers.com)
- Baltimore Sun
- Hire Diversity (hirediversity.com)
- Minorities (jb.com)
- IMDiversity (imdiversity.com)
- DCJobs.com
- Blackworld.com
- National Assoc. of African Americans in Human Resources (naaahr.org)
- National Forum of Black Public Administrators
- National Urban League (nul.org)
- Black Caucus American Library Association
- Minorities Job Bank (iminorities.com)
- Job.blackcollegian.com

- OHR supports the activities of the African American and Hispanic Employees Associations and co-sponsors educational and career development programs offered by these two organizations.
- OHR has attended the following job fairs to promote job opportunities within minority communities:
 - NAACP Diversity & High Tech Job Fair
 - Representative Albert Wynn Job Fair
- OHR has advertised job opportunities in the following publications/web-sites targeted at ethnic communities:
 - El Pregonero
 - Hispanic Reporter
 - El Tiempo Latino
 - Washington China Post
 - Washington China Times
 - Korean Times
 - Korean Post
 - World Journal
 - Little Saigon News
 - Latino Hispanic News of Washington
 - Vietnamese Weekly
 - Asian Fortune.com
 - Saludos (saludos.com)
 - LATPRO.com
- The County has participated in the following ethnic festivals and job fairs for the purposes of recruitment outreach:
 - El Pregonero Hispanic Job Fair
 - Latino Heritage Month
- OHR has established liaisons with a variety of organizations representing ethnic and multicultural alliances for the purposes of announcing employment opportunities. These organizations include:
 - Hispanic Unidos Para Rockville
 - Hispanic Employees Association
 - Asian American Liaison

Special Recruitments

- OHR continues to serve as a member of the Montgomery College Disability Support Services Advisory Committee, providing the opportunity to network with individuals with disabilities and their service providers.
- The County has participated in the following outreach events to address special recruitment needs:
 - University of Baltimore Criminal Justice Career Day, (Police, Corrections, Sheriff)
 - Towson University Career Day, (Police)
 - Anne Arundel County Job Fair (Police)

ACTION PROGRAMS

Montgomery County's commitment to the guiding principal of *appreciating diversity* was evidenced through a variety of County-wide and department-specific initiatives. Through collaboration with departments, agencies, businesses, colleges, and community organizations, the County has enhanced and strengthened ongoing projects and begun new initiatives designed to promote a diverse and inclusive workforce. This section highlights the progress made with respect to ongoing programs, as well as new and improved programs designed to support the changing needs of our workforce.

AMERICANS WITH DISABILITIES ACT (ADA) COMPLIANCE OFFICER

The County's Americans with Disabilities Act (ADA) Compliance Officer is responsible for ensuring that all of Montgomery County Government's programs, services, buildings and other facilities are accessible to people with disabilities and compliant with Title II of the Americans with Disabilities Act. The Compliance Officer is responsible for providing information, technical assistance and training on Title II issues to all County departments and for responding to any Title II related complaints and grievances from County residents.

The Office of Human Resources and the ADA Compliance Officer have worked to update and improve existing ADA related training programs. In FY03, several new training options were piloted, including a workshop on planning special events with accessibility in mind, a presentation on the proposed new guidelines for accessibility in the public right of way, a workshop on accommodating employees with mental illness, a program on common errors in building accessibility and training developed to meet the needs of specific departments or work units. In FY04, the Compliance Officer and the Office of Human Resources, despite a reduction in funding, plan to expand these targeted trainings to more departments and to update the disability awareness training with new speakers and ideas.

The Compliance Officer maintains a library of information on a variety of accessibility and disability issues. Printed information and videos are available for use by County staff. Information on disability related issues is posted on the County's intranet site to assist staff in serving customers with disabilities. In addition, information is included periodically in the employee newsletter, *The Overtimes*.

The Compliance Officer is a member of the Diversity Council providing expertise on disability issues. A presentation related to disability is done annually for the Diversity Council members. In FY03, this presentation focused on Project Civic Access, a U.S. Department of Justice initiative designed to ensure that State and local governments understand that Title II compliance is an ongoing responsibility. The presentation also included information on National Disability Mentoring Day with the goal of future County participation in this program.

While compliance with the Americans with Disabilities Act is a legal responsibility for County government, Montgomery County continues to be strongly committed to providing residents with disabilities the opportunity for full participation in all its programs and services.

ALTERNATIVE DISPUTE RESOLUTION

In a continuing effort to resolve workplace disputes in an efficient and effective manner, Montgomery County has developed new and innovative ways to address complaints and interpersonal conflicts in the workplace. To this end, the County, in conjunction with the collective bargaining units, as appropriate, has implemented several processes to resolve grievances and conciliate conflicts, as alternatives to standard grievance processing and complaint investigation. Some of these processes are described below:

- ***Mediation***

Mediation is an informal, completely voluntary process that provides parties to a dispute with a safe, non-threatening forum to air their dispute and work out their own, mutually agreeable resolution to the problem. The process is facilitated by a trained mediator who serves as a neutral third party. The mediator does not act as a decision-maker or counsel to either party, but rather helps the parties develop options in search of a resolution to the problem. The process is conciliatory as opposed to adversarial and the parties retain control of the outcome. Finally, the process is free, confidential, and voluntary. This program began as a means to resolve EEO complaints (see Mediation Fact Sheet in Appendix), but has since been expanded to cover other types of workplace conflicts.

- ***Pre-Discipline Settlement Conference***

The Pre-Discipline Settlement Conference was developed jointly by the County and the Municipal and County Government Employees Organization (MCGEO) and the Montgomery County Career Fire Fighters Association (MCCFFA) to provide a quicker, more efficient redress of proposed disciplinary actions by management. The process begins after a Statement of Charges for proposed discipline is issued to an employee. If the County and MCGEO/MCCFFA agree, a Pre-Discipline Settlement Conference may be held to present relevant information regarding the proposed disciplinary action to a Committee comprising representatives of management, MCGEO or MCCFFA, and OHR. After considering the information presented, the Committee issues a decision on a disciplinary recommendation. The recommendation is then implemented. A total of 61 Pre-Discipline Settlement Conferences were held in FY 03.

- ***Advisory Arbitration***

Advisory Arbitration is an alternative to the process of binding arbitration currently agreed to by the County and the union to resolve contract grievances. Under Advisory Arbitration, the parties may voluntarily agree to present the disputed issue to a qualified arbitrator selected from a panel of individuals agreed upon by the County and MCGEO/MCCFFA. Under an expedited proceeding, the arbitrator presents the parties with an informed “view” on the matter, as opposed to a binding decision. If the arbitrator’s recommendation is not accepted by the parties, the parties may proceed through the normal process of binding arbitration; the information from the advisory arbitration may not be used in any subsequent proceeding.

DISABILITY SERVICES

Montgomery County has dedicated resources to providing services for disabled individuals in the workforce. These services include counseling, reasonable accommodation, alternative placement, and disability retirement counseling. The lead entity responsible for providing these services is the Disability Program Manager in the Occupational Medical Services (OMS) Team of the Office of Human Resources.

In FY 03, The Disability Program Manager counseled 84 employees on issues related to disability (excluding meetings with employees applying for disability retirement who do not wish to pursue alternative placement), and participated in 13 interventions with other departments. In addition, 13 long term accommodations were provided to employees, which allowed them to continue working in the jobs that they were hired for. On average, during fiscal year 2003, 75 employees each month are provided with a short term or temporary accommodation. The Disability Program Manager also conducted sessions on Disability Awareness for the Department of Public Libraries and conducted training on the American's with Disabilities Act which is available to all employees.

In addition to these activities, individual departments embarked on their own initiatives in support of the disabled. The Department of Health and Human Services sponsored a Disability Resource Fair to provide informational and service oriented resources for the disabled. The Department of Public Works and Transportation is an active participant in the *Bridges* program, sponsored by the Marriott Corporation, which supports the hiring of the disabled. Finally, numerous County departments and agencies have provided reasonable accommodations to their disabled employees, including modified work schedules, leave, teleworking, light duty work, reassignments, and job restructuring.

DIVERSITY CELEBRATION PROGRAM

The Montgomery County Diversity Council, in conjunction with the EEO and Diversity Management Team in the Office of Human Resources, is responsible for organizing the Annual Diversity Day Celebration Program. This Celebration was initiated in 1995 by the County Executive to recognize and celebrate the contributions of the County's diverse workforce.

In 2002, the County's Diversity Day Celebration was officially co-sponsored by the Montgomery County Diversity Council and the Office of Human Resources. The Celebration was expanded to a year-long event with quarterly events supporting diversity in the workforce. The Kick-off Celebration was held on October 18, 2002. The program featured keynote speaker Dianne Sutton, President of Sutton Enterprises, and a variety of departmental diversity-focused exhibits, and live ethnic entertainment. The Kick-off was also the culmination of a County-wide food drive to benefit the Manna Food Services charity in Rockville, Maryland.

The Kick-off Celebration was followed by a highly successful diversity focused Health and Wellness Fair in January 2003 which educated the workforce and the visiting public on disparities in health issues among diverse populations. The Health Fair was well-attended by County employees who provided extremely positive comments on the value of the event. The Diversity Health Fair was followed by a diversity focused "Lifelong Learning" Education Fair in June of 2003 featuring numerous colleges, universities, and vocational institutions representing diverse populations. The Education Fair was well received and provided an important benefit to the diverse educational needs of County employees.

DIVERSITY COUNCIL ANNUAL REPORT

The Montgomery County Diversity Council was established in 1997 as an element of the County's Workforce Diversity Management Initiative under the auspices of the Office of Human Resources (OHR). The Council provides advice to the Chief Administrative Officer and OHR on matters related to equal employment opportunity and workforce diversity, including the implementation of the County's EEO and Diversity Action Plan. The Diversity Council also serves as a communication link for employees and community groups on diversity-related matters. The Council meets monthly and comprises representatives from County departments, employee associations, County-funded agencies, special population groups, community liaisons, and selected organizations.

The Diversity Council's By-Laws (see Appendix) state that the purpose and mission of the Council is to strive to create an environment of conscious acceptance, education, and inclusion of diversity within Montgomery County. The Council works to ensure that all employees are afforded equal opportunity in all areas of employment, programs, and services provided by the County.

Major Achievements and Accomplishments - FY 2003

- Completed the development of a position description outlining the roles and responsibilities of Diversity Council representatives.
- Collaborated with OHR to develop an annual Departmental Diversity Award and participated in the selection of the awardee.
- Held retreat for Diversity Council members to develop plans for the coming year.
- Continued multi-year project to develop the Diversity Council Demographic Viewer, a planning tool for county departments utilizing Census 2000 data.
- Initiated review of disparities in the FY03 EEO & Diversity Action Plan.
- Collaborated with OHR to create a link from the OHR home page directly to Diversity Council information.
- Collaborated and assisted OHR with the Diversity Celebration including, for the first time, two additional events – a Diversity Health Fair and a Diversity Education Fair.
- Created an opportunity for County department heads to address the Diversity Council and provide information on diversity initiatives and programs in their department.
- Collaborated with the Arts and Humanities Council to access their calendar as a central place to post and receive information on programs and events going on in Montgomery County – creativemoco.com.
- Amended Diversity Council By-Laws to provide large departments with additional representation on the Council and adjust the term of office to run from November through October.
- Initiated survey of Diversity Council representative attendance.

- Conducted special presentation on Titles 1 and 2 of the Americans With Disabilities Act.
- Initiated participation in National Disability Mentor's Day.
- Initiated survey of county employees to determine their needs and issues to assist the Council in planning future events.

EEO & DIVERSITY MANAGEMENT TRAINING PROGRAMS

The Office of Human Resources' Training Team works in concert with the EEO & Diversity Management Team to assess training needs in the area of EEO and diversity management, and design and implement educational and training offerings in response to those needs. In FY03, the Training Team in OHR developed a new Diversity Studies Certificate Program designed to provide employees with the knowledge, training, and cultural awareness to work effectively in a multicultural organization and global community. The Program offers a certificate to individuals who have completed four courses in the non-supervisory track or six courses in the supervisory track in areas related to EEO and diversity management.

Also in FY03, the EEO & Diversity Management Team of OHR conducted new mandatory *EEO Compliance Training for Managers and Supervisors*, to enforce regulatory requirements that all supervisors be trained on the County's EEO policy and educated on their unique responsibilities in this regard. This mandatory training was also in response to the Montgomery County Diversity Council's recommendation that EEO and diversity management training be made mandatory for all supervisors. In addition to this, the Mandatory Workplace Harassment training was retooled and implemented for new and current employees. Managers are responsible for ensuring that all employees under their supervision have received this training and are strongly encouraged to repeat such training every three years, or sooner, as necessary.

- Preventing Workplace Harassment Training (mandatory)
- EEO Compliance Training for Managers and Supervisors (mandatory)
- ADA Update Seminar
- Diversity Studies Certificate Program
- Communicating Services Across Cultural Lines
- Gender Communications in the Workplace
- Conversations on Race and Cultural relations in the Workplace
- Today's Diverse Workplace
- ADA is Customer Service
- ADA Title I and Title II
- Disability Case Management Program: The Supervisor
- Cross Generational Differences
- Conflict Resolution
- Conversational Spanish
- Survival Spanish
- Conversational English as a Second Language

EEO COMPLAINT PROCESSING PROGRAM

The EEO and Diversity Management Team in OHR is responsible for managing the EEO Compliance function for the County Government. The Compliance function of the Team is responsible for investigating complaints of discrimination from employees, applicants, contractors, and other individuals who conduct business with the County government. The investigative unit operates separately and distinctly from the diversity management function of the Team and acts as an independent, neutral finder of fact in the investigation of discrimination complaints. The unit approaches all complaints as an impartial third party, representing neither management nor employees. Under the auspices of the EEO Officer, investigators perform comprehensive factfinding in accordance with internal procedures, render impartial determinations, and make recommendations for appropriate, equitable actions.

The EEO Complaint Processing Guidelines and the County's Policy on Sexual Harassment (contained in the Appendices) provide some of the procedures related to processing complaints of discrimination. Information on discrimination complaints received by the County is tracked in the EEO Case Log. This access database maintains information on all internal and external complaints of discrimination against the County. This information is periodically reviewed for departmental trends and to identify areas of need. The information is fed back to departments and the Chief Administrative Officer in management reports for their consideration.

In FY 03, the EEO & Diversity Management Team processed a total of 46 EEO complaints and handled an additional 63 inquiries from managers and employees. Of the 46 complaints, 33 were filed and resolved internally and 13 were filed with external (Office of Human Rights, Equal Employment Opportunity Commission) agencies. Additional data on the number and types of complaints investigated in the past fiscal year are provided in Section 12, *Internal Audit Processes*.

In addition, the Team designed and implemented new mandatory *EEO Compliance Training for Supervisors and Managers*, and new *Mandatory Workplace Harassment Prevention* training for employees. The Team also conducted numerous customized EEO and diversity management training sessions for selected departments, including the Department of Police; Health and Human Services; and Recreation. The team trained a total of 603 managers and employees during this time frame.

<p style="text-align: center;">THE INTERNSHIP/APPRENTICESHIP PROGRAM: A WORKFORCE DEVELOPMENT MODEL</p>
--

In 1997, the County Executive launched The Partnership For Youth Advancement Internship Program (PYA) Program, coordinated by the Office of Human Resources. The goal of the Program was to provide students from diverse backgrounds, cultures, disabilities, socio-economic characteristics and origins with relevant unpaid work situations that offer them practical experiences, career alternatives and real-life workplace situations. We are continuing to improve and expand this program.

This year, as part of the workforce development and succession planning initiative, OHR is developing a comprehensive, on-going strategic process that will identify and address the County's future workforce needs. The program reaches out to students with diverse backgrounds, cultures, and races. The Internship/Apprenticeship program offers learning opportunities to students.

The program will assist interns develop their potential and ability to succeed in a highly complex workforce. By combining rigorous school and work-based learning opportunities with enhanced career exploration and guidance, the County's program will develop students with stronger skills so they are better prepared to go directly into the workforce. Students will then be able to make the connection between the classroom and the world of work.

The program will provide opportunities for internships for High School and College students, as well as apprenticeships for students. OHR is committed to investing the resources necessary to augment our existing program with improved administrative processes and value-added features. The overall goal is to implement a long-term workforce development and succession planning model for the County.

WORK/LIFE INITIATIVE

The County's original Work/Life Committee was established in 1992. Early committee initiatives included flex-time, the compressed work schedule, and a pilot telecommuting program. The committee was re-established in 2000 with members designated by departments that chose to participate. The new committee established a mission statement:

The purpose of the Montgomery County Work/Life Committee is to support the County's Office of Human Resources' mission to attract, develop, and retain a diverse, high-performing and well qualified workforce by recommending policies and programs that:

- *Create a workplace that integrates and balances work, family, home and community life.*
- *Maintain a harmonious, respectful and supportive work environment.*
- *Enable and encourage employees to maximize their potential contributions to the workplace.*

One of the committee's first undertakings was to gather information for a resource directory for employees. The *Resource Directory* is a compilation of many of the work/life program options available to County employees as well as governmental and community resources to assist employees balance the demands of work and personal life. The directory is available on the County's intranet site for easy access.

In 2001, the Office of Human Resources obtained a grant to support development and implementation of a new telework pilot program. The pilot program placed and equipped 25 teleworkers to work an average of four days per month from home. Most of the teleworkers worked in the Departments of Health and Human Services; Public Works and Transportation, Police; and Public Libraries. Most occupied professional positions with two working in the Information Technology field and one in clerical support. The telework pilot program was successfully completed and recommendations have been made for continuance of the program.

In 2002, Montgomery County was awarded a Work/Life Seal of Approval from the National Work/Life Alliance, recognizing its many contributions and strong commitment to balancing the work and life demands of its employees. Some of the current programs and services offered by the County in support of work/life balance include:

- alternative work schedules
- telework pilot program
- training and career development programs
- tuition assistance
- employee wellness programs
- transit subsidies, including free transportation on County Ride-On buses
- dependent care flexible spending account
- ergonomics surveys
- financial planning
- parental/family sick leave

**DEPARTMENTAL EEO & DIVERSITY
ACTION PLANS**

BETHESDA-CHEVY CHASE REGIONAL SERVICES CENTER

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Participated in the 2002 Diversity Celebration with a booth by providing information on all the Regional Services Centers;
- Departmental representative to Montgomery County's Diversity Council (Approximate percentage of meetings attended) 95%;
- Sent employee for training on EEO/Diversity management;
- Provided room space for classes to students for the ESOL (English for Speakers of Other Languages) program in the Montgomery County Public Schools/Adult Education program;
- Provided room space for CRCMC group (Conflict Resolution of Montgomery County, Inc.). An organization dedicated to providing quality and affordable dispute resolution services;
- Continued making accessible resources/services information (brochures/fliers) from many County Departments in other languages;
- Provided room facilities equipped with an audio loop for the hearing impaired;
- Participated in community events or social functions (List the specific event, date and the nature of your department's participation):
 - Memorial Day Observance at Veterans Memorial Park-May 26, 2003; Coordinated the access of the facility and provided the sound system for the local chapter of the "Sons of the American Revolution."
 - Veteran's Day Observance at Veterans Memorial Park-September 2, 2002; Coordinated the access of the facility and provided the sound system for the local chapter of the "Daughters of the American Revolution."

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Will continue participation in the County's annual Diversity Celebration;
- Appointed staff will continue as Departmental representative to Montgomery County's Diversity Council;
- All staff will have training opportunities in EEO and Diversity management programs;
- Will continue providing room space for classes to students for the ESOL (English for Speakers of Other Languages) program in the Montgomery County Public Schools/Adult Education program;
- Will continue providing room space for CRCMC group (Conflict Resolution of Montgomery County, Inc.). An organization dedicated to providing quality and affordable dispute resolution services;
- Will continue making accessible resources/services information (brochures/fliers) from many County Departments in other languages;
- The center will continue having room facilities equipped with an audio loop for the hearing impaired.

- Will continue participating in community events or social functions such as the Memorial Day and Veteran's Day area events.

BOARD OF ELECTIONS

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Participated in and contributed to 2002 Diversity Celebration; Requested a booth to display voter registration information; Staff member served as Chair of the Diversity Day Planning Committee;
- Selected a Departmental representative to County Diversity Council; 93% participation. Staff member elected to serve as Chair of the Diversity Council;
- Hired bi-lingual, or multi-lingual staff as needed; As a result of the Help America Vote Act, the Board of Elections recruited bi-lingual election judges to serve in approximately 108 precincts; Current staffing complement includes four employees bi-lingual in Spanish, and two temporary employees multi-lingual in Polish, German, & French;
- Advocated for the recruitment, selection, and promotion of diverse population/unrepresented groups; Recruitment for bi-lingual election judges was accomplished by utilizing the Hispanic media - print, radio, and television; Initiated efforts to create an Outreach Committee to assist with these efforts in coming years;
- Advertised position vacancies in the multicultural media; Advertisements were placed in the Washington Post and Gazette in both English and Spanish. Additionally, advertisements were run on Hispanic radio and Telemundo and Univision television stations;
- Translated brochures, documents or policies in languages other than English; As a result of Section 203 of the Voting Rights Act, most of the Board of Election's public documents have been translated into Spanish. In addition, our website – www.777vote.org – has information on registering to vote, receiving an absentee ballot, and candidates as well as a polling place locator available in both English and Spanish. Below is a listing of the documents for each division.

Elections Operations:

- The following signs are available in both English and Spanish: Elderly & Handicapped Parking, Van Accessible Parking, No Electioneering, Blue Handicapped Entrance with Arrow, Voting Polls with Arrow, No Smoking, Watch Your Step, Special Needs Assistance Poster, Voter Instruction Poster, Ballot/Encoding Table Sign, Voter Assistance Table Sign, Voter Information Table Sign, Minor Child Prohibited, Cell Phone Use, Election Judge Recruiting, Voter Access Card Return, First Time (Mail) Voters ID, Provisional Voting Poster, "Vote Here!"
- The following public documents are available in both English and Spanish: Voter Assistance Form, Certificate of Participation Form, Deceased Voter Notice, Identity Challenge Oath, Voting Instructions Pamphlet (a simplified card is also available in Korean, Chinese, and

Vietnamese), Voter Information, Election Judge Sign-up Notice, Provisional Voting Instructions, Provisional Envelope, Polling Place Change Posters, Write-in Candidate List, Temporary Voter Authority Card, Precinct Turnout Report, the Specimen Ballot, the Ballot (both Touchscreen and Absentee), and Last Voter Card.

- One employee in this division receives multi-lingual pay for her language proficiency in Spanish.

Registration:

- The Voter Registration Card has been translated into both English and Spanish.

Absentee:

- The following public documents are available in English and Spanish; Application for Absentee Voting, Instructions for Absentee Voting, Absentee Ballots, and Absentee Envelopes.
- One employee in this division receives multi-lingual pay for her language proficiency in Spanish. In addition, two temporary employees are fluent in Polish, German, and French; and one temporary employee is fluent in Spanish.
- Additional resources utilized by this division include a Spanish/English dictionary and various websites for translation assistance.
- Partner/network with community organizations, educational institutions, faith-based communities to increase recruitment outreach; Attended an Hispanic Lawyers Association meeting in support of the sitting judges in order to recruit election judges;
- Participated in community events or social functions; Attended the Taste of Wheaton and the County Executive's Annual Hispanic Observance to register voters and demonstrate the new Touchscreen voting machines;
- Participated in community committees, organizations or focus groups; Attended numerous Hispanic organizations to register voters and demonstrate the new Touchscreen voting machines;
- Participated in outreach efforts to community organizations, citizens in local communities or underrepresented groups; Extensive outreach to the Hispanic Community in an attempt to educate the voters in the use of the new voting machines as well as recruit election judges;
- Conducted training sessions or presentations, regarding County services, to community organizations/community members/underrepresented groups; Made presentations to numerous Hispanic organizations to register voters and demonstrate the new Touchscreen voting machines;

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- The Board of Elections will continue to ensure that all public information is available in both English and Spanish as required by the Help America Vote Act. While all vital documents were able to be translated in FY03, we anticipate translating other supporting documents and consolidating the amount of signage required in the polling site during FY04;

- The organization of the Community Outreach Committee will be completed. This Committee will be utilized to assist with voter education and election judge recruitment in addition to ensuring that the needs of the Hispanic Community are being met;
- A Community Outreach Coordinator was approved for the FY04 budget to assist the Board of Elections with election judge recruitment as well as outreach to the Hispanic Community. The position is anticipated to be filled by mid-September.
- A videotape is being developed for broadcast on Hispanic television that will explain the voting registration process as well as showing members of the community how the Touchscreen voting machines operate.

BOARD OF LICENSE COMMISSIONERS

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES:

- Attended monthly Diversity Council Meetings;
- Provided Alcohol Server Training in Spanish to Latino alcoholic beverage business owners and employees at the Wheaton Regional Service Center;
- Attended Wheaton Business Council Meetings to discuss business concerns with Latino business owners and Montgomery County Government Officials;
- Board of License Commissioners nominated for African American Employee Association Leadership in Diversity Award;
- Hired Alcohol/Tobacco Enforcement Specialist Brian So who is Korean American and fluent in Korean;
- Provided Alcohol Server Training in Spanish to Latino alcoholic beverage business owners and employees at the Department of Liquor Control.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Participate in monthly Diversity Council Meetings;
- Contribute to 2004 Diversity Celebration;
- Conduct Alcohol Server Training in Spanish to licensees and employees of Hispanic owned alcoholic beverage licensed establishments;
- Provide tobacco sales to minors, and tobacco display enforcement training in Korean to licensees and employees of Korean owned retail cigarette licensed establishments;
- Provide language assistance to Spanish speaking alcoholic beverage license applicants appearing before the Board of License Commissioners.

COMMISSION FOR WOMEN

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Career counseling and psycho/social counseling is available in Spanish at the Counseling Center. Other language capabilities offered during FY03 included Portuguese and French;

- Workshops have been offered in Spanish on the following;
 - Careers in Computers
 - First Time Homebuyers
- Import/Export; How to Start Your Own Business
- Outreach to the community this fiscal year has included the following;
- Provided Summer Computer Camp Scholarships for low-income girls and girls for whom English is a second language. The camp was developed by the Commission for Women in partnership with Montgomery College and the Montgomery County Public Schools in FY 00. In FY 03, seventy-one girls participated in the summer computer camp. The Commission awarded scholarships to 38 students, of whom 13 (34 percent) indicated that English is their second language. (Nationally, only 17% of all high school students taking advanced placement tests in computer science are girls. Girls of low income and those for whom English is a second language are even less likely to study information technology);
- Created a curriculum guide (electronic version also available) for a two-week summer camp program teaching middle school girls skills in web site design and computer programming. It was developed for the purpose of replication of the summer computer camp project in other jurisdictions around the country;
- Established the Immigrant Women in (IWin) Montgomery County Committee. The IWin Montgomery County Committee was created in FY03 in response to the growing immigrant population in Montgomery County. In FY 03, the committee began a series of seminars on immigrant women to discuss the challenges and opportunities faced by immigrant women in the areas of health/safety, education and economics;
- Developed an online archive of 30 women of historical importance to Montgomery County. This was done in honor of the Commission's 30th Anniversary for which there was also special quilt made representing the 30 women who were honored in the archives;
- Appeared on the *Platicas Latinas* radio program and Spanish Language talk show, *Radio America*, to discuss CFW services;
- Participated in the Montgomery County Public Schools Adult Education ESOL job fair;
- Planned and co-sponsored *Preparing for Success*, a seminar for low-income girls interested in attending college;
- Co-sponsored and participated in Diversity Day;
- Relocated the office of the Commission for Women and named three new classrooms after women of historical significance to Montgomery County; Emily Edmondson, a slave and abolitionist; Clara Barton, the founder of the American Red Cross; and Rachel Carson, environmentalist and biologist;
- Planned and organized meeting with women from diverse local organizations during our Council of Presidents meetings. One of the meetings focused on legislation in the area of domestic violence;
- Presented an award as part of the Work Life Alliance Awards event. The Commission for Women Trailblazer award was developed by the CFW to

- recognize a local employer who has demonstrated an extraordinary commitment to equal opportunity and to the advancement of women within its corporation;
- Held the 23rd annual Women's Legislative Briefing in February in collaboration with a diverse network of over 60 local women's organizations;
- Participate in monthly Diversity Council meetings;
- Co-sponsored the Montgomery County Women's Fair;
- Maintained an ethnically diverse mailing list for all of our mailings and outreach;
- Advertised the Counseling Center's programs and services in *El Pregonero*, *La Nacion*, and *El Tiempo Latino*.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

The Department will continue to promote and strengthen diversity in its activities. This will be achieved by continuing many of the initiatives listed in FY2003 such as:

- Career counseling and psycho/social counseling will be available in Spanish at the Counseling Center. Other language capabilities to be offered during FY04 include Portuguese and French;
- Workshops will be offered in Spanish on a variety of topics;
- Summer Computer Camp Scholarships will be offered to low-income girls and girls for whom English is a second language for participation in the GURL Power Computer Camp at the three campuses of Montgomery College;
- The Immigrant Women in (IWin) Montgomery County Committee will host several seminars during FY2004. The IWin Montgomery County Committee was created in FY03 in response to the growing immigrant population in Montgomery County. In FY 03, the committee began a series of seminars on immigrant women to discuss the challenges and opportunities faced by immigrant women in the areas of health/safety, education and economics;
- As part of its outreach and marketing efforts, the Commission will continue to appear on the *Platicas Latinas* radio program and Spanish Language talk show, *Radio America*, to discuss CFW services. In addition, it will participate in the Montgomery County Public Schools Adult Education ESOL job fair;
- The Commission plans to co-sponsor *Preparing for Success*, a seminar for low-income girls interested in attending college. In addition, the Commission will co-sponsor and participate in Diversity Day and the Montgomery County Women's Fair;
- The Commission will hold the 24th annual Women's Legislative Briefing in February in collaboration with a diverse network local women's organizations;
- Participation in monthly Diversity Council meetings will be continued;
- The Commission will maintain an ethnically diverse mailing list for all of its mailings and outreach;
- The Counseling Center's programs and services will continue to be advertised in diverse periodicals such as *El Pregonero*, *La Nacion*, and *El Tiempo Latino*;
- In addition the Commission will address the topic of increasing the participation of girls in technology at a national conference in Delaware and will convene a colloquium on this topic during FY04;

- The Commission will also sponsor a leadership institute for members of local commissions for women.

COMMUNITY USE OF PUBLIC FACILITIES

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- CUPF has been represented at every Diversity Council meeting and special event by our Council representative and alternate. The Department Director has supported the Diversity Council as a facilitator of its retreats;
- CUPF hosted an annual departmental awards dinner (our OSCARs) where guest speakers from African American, Hispanic, Caucasian and Asian American community groups were spotlighted. Minority groups were also well represented as award recipients, with six of the nine recipients being minorities;
- The CUPF Director conducts several classes a year for MCPS teachers on the subject of Human Relations/EEO/Diversity;
- Of a total of 28 staff, three are bilingual (Spanish), one is bilingual (Mandarin Chinese), and one is multilingual (Vietnamese and Chinese). Also, one of the bilingual Spanish/English speakers has an intermediate command of American Sign Language;
- The work plans of the majority of CUPF employees contain the following expectation; "Support diversity in the workplace. Promote a workplace free from discrimination and respecting differences as an asset to the organization ."
- CUPF management selected new employees in 2002-2003 with an awareness of having our office mirror the County's diverse population;
- CUPF's management team of six (Director included) includes two African Americans and one Asian American for a 50 percent minority representation. Fifty percent of department managers are female;
- Our total workforce is diverse, with 15 % African American, 11 % Asian American, 11% Hispanic, 7% interracial and 56% Caucasian;
- Informally promoted a minority female to a managerial position, with the understanding that she required training to be able to fully perform that position;
- The director has always encouraged African American employees to participate in a conference hosted by the African American Employees Association. She has also encouraged Hispanic and Asian employees to participate in employee specific group activities;
- CUPF management reacted quickly with sensitivity to staff ADA/family illness situations and offered accommodations as needed;
- Awareness topics are incorporated into monthly department-wide staff meetings;
- The Director continues to advise and support the Gilchrist Cultural Diversity Center and its New Americans Welcome Center by assisting staff at the Center as a resource;
- The Director was Chair of the Recruitment and Selection Committee for Leadership Montgomery, emphasizing outreach to minority communities;

- Our Director represents CUPF at Hispanic Chamber of Commerce events, the Task Force on Mentoring, Montgomery College's Diversity Management Institute and Community Ministry. She is also one of the founders of the annual Minority Legislative Breakfast;
- Our Director is a member of the Advisory Board for Montgomery College Diversity Management Institute, and is also on the Board of the Mid-Atlantic Equity Consortium, the Governor's Maryland Advisory Council for New Americans (MACNA), and a number of other organizations in which issues of diversity are a primary mission;
- CUPF selects members of its Procedures and Guidelines Advisory Committee (about forty members), and other advisory committees, so that its makeup reflects our customer base;
- CUPF provides weekly training classes to all community use groups (about 5,000 regular users). Probably about half of our groups are minorities. We provide about sixty such classes per year, all of which include a brief discussion about cultural sensitivity.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- We will continue with activities outlined in Section I, which have been well received by department staff as well as customers;
- As Department updates and reprints literature, we will be sure to include statements about translation and alternate formats being available;
- We will enhance staff training on sensitivities in communicating with different user groups when helping them with scheduling their special celebrations and events;
- If our budget allows, we will increase the number of brochures that have been translated into Spanish, Chinese and Vietnamese;
- While not charged with the responsibility of designing or funding programs, CUPF continues to pride itself on supporting and appreciating a diverse workplace and takes every opportunity to educate staff and clients in diversity and ADA awareness.
- Department will initiate outreach to print and electronic media for the ethnic populations to increase awareness of our programs.

CORRECTION AND REHABILITATION

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Participated in and contributed to the 2002 Diversity Celebration by having a Department Representative take part in the committee for planning the Diversity Day Celebration. In addition, the Department setup a booth to promote employment opportunities to the community;
- Provided employees the opportunity to participate in the Diversity Day Celebration;

- Diversity Council Representative for the Department has been actively involved in regular meetings and subcommittees (Diversity Council Website and Census Committee) to promote the programs/events and data on diversity;
- Actively recruited for bi-lingual positions where there was need to provide services to a specific clientele in another language. The Department currently has three full-time positions designated as bi-lingual;
- Actively sought participation in the Multi-lingual Certification Program to provide translation services to its clientele. The Department currently has thirty-two (32) employees receiving multi-lingual pay differential and five (5) other employees pending testing. The languages employees are able to provide translation services are in Creole (Nigerian), French, German, Hindi (Marathi), Ibo (Nigerian), Sign, Spanish, Tagalog (Philippines), Urdu (Pakistani), Vietnamese and Yoruba (Nigerian). The Department is currently awaiting test results of other employees in Akan, Arabic and Woleian (Federated States of Micronesia);
- Created a practice that upon receiving orientation/training from our academy, employees are advised of the Multi-lingual Certification program and are encouraged to apply at that time;
- Advocated for recruitment/selection/promotion of a diverse employee pool representative of the Montgomery County community and the client population through job/career fairs (Diversity Career Fair in Balston Common Mall, Latino Festival at the Montgomery County Fairgrounds, Latino-American Heritage Celebration at the Westfield Shoppingtown-Wheaton,, Hispanic Consumer Expo at the D.C. Convention Center, Diversity Career Fair at City Place mall and Hispanic Business Institute via Montgomery College) advertisements in various multi-cultural news mediums (El Tiempo Latino, El Pregonero, Washington Hispanic, The Korea Times, The Korean Weekly, The Chosun Ilbo, The World Journal, Washington Chinese News, A&C Business News, Doi Nay, Thu Du Thoi Bao and Thoi Moi Phu Nu) and posting career opportunities in Spanish on Ride-On buses;
- Outreach work with the leaders of various churches and community organizations and followed up with mailings of advertisement posters translated in the specific language to disseminate to community members;
- Translated brochures, documents and policies in languages other than English. Those items include; Correctional Officer Advertisement in Spanish, Korean, Vietnamese, and Chinese; Pre-Release Center's "Liberties by Responsibility" in Spanish; Mental health ACCESS Team program information in Spanish; Visitor Handbook for the Montgomery County Correctional Facility (MCCF) in Spanish; Inmate medical and Dental Health Request Slip in Spanish; Inmate Request Form in Spanish; Montgomery County Detention Center's Inmate Guidebook in Spanish; MCCF Pod (living area) rules in Vietnamese, Korean , Chinese and Spanish; Supervision Contract for the Pre-Trial Services in Spanish; letters to PTS clients in Spanish advising them of various program requirements; informational packets regarding the supervision of clients in Spanish; Medical History Form in Spanish; information on community jobs, requirements and contracts in Spanish for the Alternative Community Service (ACS) and Intervention for Substance Abusers (IPSA); and various letters regarding program requirements for ACS and IPSA programs;

- Conduct ESOL classes for client population through MCPS;
- The Department has allocated four positions which have language requirements to serve the population we serve.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- The Department will continue to show great efforts to the broad spectrum of cultural and ethnic backgrounds through those efforts listed in Section I. This initiative will require the Department to continue representing the Department at the Diversity Council and its programs/functions; seek out those new employees with language ability besides English to take the Multilingual Certification test; in coordination with the Office of Human Resources, advertise job opportunities in multi-cultural news mediums; update and/or create documents that serve the Departments clientele; and continue to explore other means of outreach;
- Given our total commitment to this effort and recognizing that no preference is permitted under the County hiring process we need to seek methods to improve examination performance to gain the value of an expanding Hispanic community to our correctional system. We proposed to engage OHR and community leaders/experts to assist us in seeking methods that pass County muster for equity across all applicant groups that will assist to move additional persons forward in the hiring process for the Hispanic community. We believe in this – we have done the legwork in the community but absent improved testing to advance applicants to the “well qualified” category we cannot gain access to these applicants for any further consideration. This is a key task and goal for the coming fiscal year.

JOB/CAREER FAIRS

- Diversity Career Fair –Balston Common Mall;
- Latino Festival – Montgomery County Fairgrounds;
- Latino-American Heritage Celebration – Westfield Shoppingtown-Wheaton;
- Hispanic Consumer Expo. – D.C. Convention Center;
- Diversity Career Fair – City Place Mall;
- Hispanic Business Institute via Montgomery College & Montgomery County HR.

ADVERTISEMENTS (Translated in Specific Language)

Latino Community News Mediums

- El Tiempo Latino;
- El Pregonero;
- Washington Hispanic.
- Correctional Officer Posters were created, translated in Spanish and displayed on the Ride-On traveling routes throughout all of Montgomery County (over 250 buses covering every major residential and commercial area in the county and 15 Metro routes.

Korean Community News Mediums

- The Korea Times;

- The Korean Weekly;
- The Chosun Ilbo.

Chinese Community News Mediums

- The World Journal;
- Washington Chinese News;
- A & C Business News.

Vietnamese Community News Mediums

- Doi Nay;
- Thu Du Thoi Bao;
- Thoi Moi Phu Nu.

- Communications were initiated with leaders of various churches and community organizations and followed up with mailings of advertisement posters translated in the specific language to disseminate to community members;
- To facilitate recruitment of persons from a broad spectrum of cultural and ethnic backgrounds the DOCR initiated the labor contract article that provides a stipend for staff members who are fluent in a language other than English. DOCR provides testing options for any of the 156 languages spoken by ESOL student in the Montgomery Public School System. The proposal was approved by the County and MCGEO and is now part of the collective bargaining agreement. To date, the following languages are part of the tested cultural competency of this agency with others to come: Creole (Nigerian); French; German; Korean; Sign; Spanish; Urdu (Pakistani); Vietnamese and Yoruba (Nigerian).

COUNTY ATTORNEY

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- This Office promotes an inclusionary, inviting and harmonious working environment by establishing an atmosphere of acceptance and enthusiasm for different views, cultures and backgrounds. We exhort abhorrence of illegal discrimination in all forms.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- This Office will continue in its efforts to promote an inclusionary, inviting and harmonious working environment through an atmosphere of acceptance and enthusiasm for the different views, cultures and backgrounds of our employees and applicants. We will continue to exhort abhorrence for illegal discrimination in all forms.

COUNTY EXECUTIVE

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Attended 98% of County's Diversity Council meetings;
- Hired three staff members who speak Spanish and another who speaks Chinese;

- Advocated for recruitment/selection/promotion of diverse population/unrepresented groups by hiring a Latino firm as subcontractor for the pedestrian marketing campaign;
- Assured that the Pedestrian Advisory Committee had diversity including people with disabilities; used online and multicultural media to advertise for career and volunteer position vacancies; assisted OHR by translating and placing employment advertisements in Asian language newspapers;
- Staff participated in Office of Community Outreach sponsored events as well as events sponsored by AAEA, APAEA, Montgomery College and the Diversity Council. One staff member is an officer in AAEA and three sat on the AAEA Conference Planning Committee;
- Designed a public awareness message and taped a video on Fire Prevention and Smoke Detector Installation in Spanish;
- Translated flyers for all days of service (Community Service, Martin Luther King, Jr., Family Volunteer Weekend) into Spanish;
- Published Pedestrian Safety, including “Street Smart” brochures, in Spanish;
- Translated press releases for 30 media outlets that reached the Asian Pacific American communities;
- Drafted policy on equal access to services for people with limited English proficiency (LEP);
- Published a directory of services for Spanish speakers;
- Produced *Tertulia* (the County’s first program in Spanish on County Cable Montgomery);
- Selected a deaf student to serve on the Youth Leadership Council;
- Created a mentoring program for female students at Damascus High School with Zeta Phi Beta Sorority;
- Partnered with the Office of Human Resources and the National Conference of Puerto Rican Women to present the series “Latinas Rompiendo Barreras” designed to create awareness among young Latinas on nontraditional jobs for women and breaking barriers and stereotypes;
- Partnered with the Lincoln Park Historical Foundation to develop a map outlining African-American historical sites in Montgomery County – *Tracing Footprints*;
- Participated in meetings of the United Peaceful Unification Presidential Committee to help bring together North Korea and South Korea;
- Hosted meetings with the Chinese Chamber of Commerce to discuss economic development opportunities;
- Coordinated the workshop, “Mis Primeros Pasos” or “My First Steps” with the National Association of Hispanic Firefighters of Montgomery County and the National Fire Protection Association. This bilingual workshop taught preschool and elementary teachers and child care providers about fire preventions and safety through games and songs for children aged 3-5;
- Presented a Latin-American cultural program to promote wellness, educational and cultural awareness with the focus on physical fitness and dance in partnership with Radio Viva 900 and Lakeforest Mall;

- Organized an education fair for Spanish-speaking people on the topics of family/domestic issues, housing, income maintenance and consumer/finance in collaboration with CASA de Maryland, Inc;
- Hosted a recognition dinner for volunteers in the Language Bank program, all of whom speak at least one language other than English;
- Organized a day of service in honor of Dr. Martin Luther King, Jr;
- Co-sponsored the first Maryland African American Preservation Conference;
- Partnered with the Smithsonian Anacostia Museum and the Center for African American History and Culture to produce; "Precious Memories; A Collector's Passion" in celebration of Black History Month;
- Collaborated with the Association of Indians in America to honor the 2003 high achievers at the 24th Annual Academic Awards.
- Partnered with the Indian American Medical Association to solicit additional physicians to serve at the People's Church Community Wellness Center;
- Co-sponsored with the Montgomery Times Foundation the second annual African and Caribbean Leadership Initiative;
- Held informational meetings with various community-based organizations (CBOs) to discuss voter registration, open communications with the County Executive's Office, access to government services, and Limited English Proficiency. Groups included Vietnamese Seniors Association, Korean American Seniors Associations, Organization of Chinese Americans, Korean American Association of the State of Maryland, Cambodian Buddhist Temple, and Chinese Culture and Community Service Center;
- Convened a Round Table with the Spanish language media to inform them about Montgomery County services.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Continue pedestrian safety education in area of high Hispanic populations.
- Review the structure of the Office of Community Outreach and, if needed, restructure to ensure that as much as possible we are reaching our racial, language and ethnic communities;
- Plan and implement the Diversity Summit for County's senior management staff;
- Coordinate the implementation of LEP;
- Identify candidates for County's boards, committees and commissions;
- Outreach to County departments. As appropriate, help devise plan or work with existing plan for community outreach, LEP implementation, and recruitment of employees;
- Attend meet-and-greets with major organization and community leaders by end of calendar year 2003. This will include organizations and leaders with heritage for northeast Asia, southeast Asia, and will include countries and regions in central Asia and in the Arabic world west of Afghanistan including Iran, and to areas up to the east of the Mediterranean Sea;
- Send biweekly email blasts on upcoming events, news policy initiatives and updates, and coverage of recent events. Depending on topics, target audience to

- include CBOs, community leaders, advisory boards, Regional Services Center directors and senior management team;
- LEP: appropriate initiatives and objectives from the Diversity Summit.

EASTERN MONTGOMERY REGIONAL SERVICES CENTER

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- The Eastern Montgomery Regional Services Center (EMRSC) operates in a region of the County which is perhaps the most diverse, in terms of ethnic populations, of the 5 regions. Although we have a staff of four full time positions, we have tried to carry a very diverse complement inclusive of volunteers and partner organizations. In FY 2003, our staff consisted of three African American women and one Pacific Island male. For nine months in FY 2003 we had a woman from India working on staff from the Jewish Council's of the Aging Senior training program. Additionally, we have hired temporary employees to fill in for periods of up to three months. Of the three temporary staff utilized in the past 12 months, one is a male from the country of Liberia, one an African American female and a mobility-challenged American Indian male;
- In FY 2003, we sent 2 employees to EEO and Affirmative action training and sent information materials about our Center to the Diversity Celebration.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- For Fiscal Year 2004 we plan to be an active participant in the *Diversity Day Celebration*, encourage employees to be active members of the African American, Hispanic and the Asian Pacific Employees Association and continue to support EEO and affirmative action training for other staff;
- A new initiative for FY 2004 involves planning for a series of diversity study groups to meet over the next 12 months. These groups will include members of the East County Citizen's Advisory Board (ECCAB), the Office of Human Rights, Regional Center staff and citizen volunteers. The initiative is primarily a response to recent episodes of ethnically charged graffiti which has been spray painted on several schools in this area. This Center and its Citizens Advisory Board are committed to taking a proactive stance and have already begun work by holding a strategic planning meeting on July 15, 2003. The meeting involved the Office of Human Rights, the Human Rights Commission, members of the East County Citizens Advisory Board, Health and Human Services, Center staff and private citizens from three surrounding communities. This effort, we are hopeful, will give participants a good understanding of problems and tensions that may exist in our communities and an opportunity to address these problems with constructive, long term solutions. The study circles will be guided by members of the Office of Human Rights and Human Rights commissioners who have volunteered to assist.

ECONOMIC DEVELOPMENT

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Hosted an intern from Brazil for one year to exchange ideas and learn more about the business climates and cultures;
- Provided a high level of employment and training services to the minority community at Wheaton and Lakeforest One Stop Career Center locations;
- Developed a wide range of workforce services for people with disabilities at the Montgomery Works Program;
- Assisted small businesses of ethnic clientele to obtain certificate of use and occupancy and to hold their grand openings;
- Conducted bilingual business seminars in a joint effort with Maryland Small Business Development Center Network and the Commission for Women;
- Provided telephone referrals and resource assistance in Spanish to people starting businesses;
- Established a network of County agencies with Spanish speaking capabilities to refer clients;
- Produced press releases and public announcements in Spanish to promote business seminars; through the media;
- Conducted outreach and business assistance to diverse entrepreneurs in Langley Park and Long Branch communities;
- Established two email distribution lists to inform minority and women business owners of upcoming activities; and available services from the County, State of Maryland; and federal government;
- Participated in the Diversity Council meetings and activities;
- Partnered with the A. Mario Loiederman Procurement Center for a procurement fair to introduce public and private purchasing agents to diverse businesses and expose these business leaders to more than \$800 million of contracting opportunities;
- Promoted County's, State of Maryland's, and the federal government's business programs in Spanish on radio stations;
- Sponsored a Small Business Conference with Eagle Bank and promoted the conference to businesses owned by minorities, women, and persons with disabilities;
- Recruited persons with diverse backgrounds to be the presenters and moderators for the Procurement Fair and the Small Business Conference;
- Provided resource information and made presentations at the Charles Gilchrist Diversity Center;
- Translated and summarized documents on leasing, marketing, and the legal aspects of starting retail and restaurant businesses;
- Created lists on diverse business organizations;
- Hosted meetings between United States Small Business Administration and persons in the 8(a) Program (federal contracting certification for socially and

disadvantaged persons) and held a meeting for persons planning to apply for 8(a) status;

- Permitted an individual staff member to be on the Board of Directors of the Maryland/DC Minority Supplier Development Council and to attend the national conference;
- Presented and explained issues of diversity at the regular staff meeting;
- Participated in the Council of Governments' and the Minority Business Coalition's Maxaccess/DC ProBiz 2003 Small Business Conference;
- Attended the County Council's Planning Housing and Economic Development Committee roundtable discussion with the minority business community.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Make some revisions to the website for more outreach to minority business groups and persons with disabilities;
- Start a series of lunch discussions on diversity topics and create the department's new series on "Understanding Diversity Through the Employee's Life Experiences;"
- Attract diverse restaurants and retail businesses to locate in the redeveloped Silver Spring and the developing Wheaton areas;
- Apply for grants through the Division of Workforce Investment Services to enhance workforce services for people with disabilities;
- Seek assistance to provide translations of training activities in different languages;
- Provide training and contracting opportunities for businesses through conferences and seminars.

ENVIRONMENTAL PROTECTION

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Environmental Partners; Collaboration with industry business owners; completed 100 site audits of auto repair/auto-body shops, many owned and/or staffed by Hispanic Americans; funded printing of all publications in English and Spanish;
- Water Quality Protection Charge; funding to rebuild/maintain protective stormwater management structures, most compromised in urban/multi-family-housing-intensive neighborhoods;
- Noise Control; Noise Ordinance encouraged multi-ethnic communities to share the mutual goal of quiet, peaceful co-existence;
- DEP's Countywide Stream Protection Strategy (CSPS) FY03 Update; Funding restoration of healthy conditions to down-county waterways; residents of older/multi-family/multi-ethnic communities may enjoy neighborhood creeks and streams;
- Groundwater Protection Strategy; reached diverse communities dependent on groundwater (wells); numerous presentations to civic groups County-wide;

- Workshops at schools/community centers trained low-income residents to utilize rainwater to water their gardens; diverse attendance in the hundreds;
- Creating Healthy Indoor Environments, Long Branch Senior Center, presentation to an ethnically/economically diverse population; publications in English, Spanish, and Vietnamese;
- Website information and links in Spanish; expanded on-line forms easing process for deaf, non-English-fluent, and shift-working customers;
- Nextel radios afford immediate contact with colleagues fluent in Farsi, French, German, Gujarati, Hindi, Portuguese, and Spanish; hired an interpreter for a deaf customer;
- Staff coordinated and managed Energy Assistance Expo; energy-savings tips to low-income, diverse recipients of energy assistance benefits; attendance over 1,000; publications funded in Vietnamese, Spanish, Bosnian, and Russian; and Public Service Commission Universal Service Working Group, provision of electricity to low income customers/encourages outreach to target vulnerable populations/communities;
- Career Days conducted by DEP staff in schools County-wide;
- Contracted salaried disadvantaged/low-income/youth-at-risk young people as Conservation Corps employees to perform field projects;
- Funded stormdrain decals in Spanish/English;
- For Boards, recruited to Commission for Women, Hispanic-Latino Caucus, Asian American, and African-American groups;
- Employee is 8-year Entertainment Coordinator for Diversity Day (managing budgets ranging from \$2-7K), 3-year member of the Diversity Council, and peer-elected for 2 years to the Guidance Committee; fund The Mystic Warriors, Hispanic-American county residents; supports employee who provides Diversity Day entertainment;
- Employs a blind person as sole complaint taker; funds equipment that enables her to maintain, update, and enter critical data pertaining to environmental case management; to give information and referrals to the public; essential support to investigators and managers; funded multiple equipment updates and upgrades to the complaint database.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- At County Orientation, all new employees provided with Pollution Prevention Fact Sheet, also printed in Spanish;
- Fund documents in as many languages possible;
- Groundwater Protection Strategy; FY04 funding to sample 70 private well-owners' wells; numerous presentations to civic groups across the County;
- Funding for blind employee; CDs for ADC Countywide maps; MILES database training/equipment;
- Water Quality Protection Charge; funding continues to rebuild/maintain protective stormwater management structures, most compromised in urban/multi-family-housing-intensive neighborhoods;

- Staff will speak at Career Days in schools County-wide;
- Will again welcome employees' children to Bring Your Children to Work Day;
- Environmental Partners; FY04, largely Asian-American-owned dry-cleaning establishments; if grants are obtained, publications will be printed in Asian languages; funding-dependent publications in languages spoken by restaurateurs in Bethesda, Takoma Park, Germantown, and Wheaton/Silver Spring to target dumping of grease down storm drains; kickoff with WSSC and HHS; funding sought from WSSC;
- Noise Control Program; encourages a large, diverse community to share the mutual goal of quiet co-existence;
- Low-income families will again benefit from gardening/composting/rainbarrel workshops;
- Employee serves her 4th year on the Diversity Council with 100% attendance; 3rd year peer-elected to Council's Guidance Committee; 9th year as Entertainment Coordinator for Diversity Day; another employee provides entertainment that Day;
- Will host a student participating in Disability Mentoring Month;
- Seeks diverse applicants to our Boards;
- Contracts salaried disadvantaged/low-income/youth-at-risk young people as Conservation Corps employees to perform field projects;
- Seeks a full range of applicants to positions, and promote from within; funds job announcements to community, media, and religious organizations with ethnic-community audiences;
- Will coordinate and staff the September Energy Expo, providing energy-savings tips to low-income, diverse recipients of energy assistance benefits; publications funded in Vietnamese, Spanish, Bosnian, and Russian. Will again participate in the Public Service Commission Universal Service Working Group, addressing provision of electricity to low income customers/ targets vulnerable populations/communities;
- Environmental Justice; 1) Lower-income, multi-family, multi-ethnic neighborhoods such as Long Branch; streams and parks for recreation are hardest-hit due to decades of intense development and lack of scientific management of water run-off; expansive restoration projects on-going; detailed in "Countywide Stream Protection Strategy," revision FY04. 2) Outreach and sampling kits; Lincoln Park, adjacent to areas in which methane gas levels have been of concern; Radon and Healthy Indoor Air informational and sampling kits funded for free distribution County-wide.

FINANCE

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Continued to support and promote opportunity and diversity in the work place through on-going and conscientious effort by management to raise awareness of the importance and acceptance of diversity throughout the department;

- Promoted participation in the County's Diversity Council activities with the continuation of the Department representative as Chair of the Council until the end of term in December 2002;
- Attended regular monthly Diversity Council's meetings and annual retreat;
- Regularly reported the Council's activities and issues on the Monthly Department Report;
- Sponsored and participated in the 2002 Diversity Celebration;
- Regularly posted training and professional development information and encouraged participation by all staff in the program;
- Encouraged staff participation in the County's diversity activities including the Diversity Celebration and Take Your Daughter to Work Day;
- Maintained a diverse workforce based on the FY03 Statistical Reports provided by the Office of Human Resources;
- Advocated for recruitment/selection/promotion of diverse population/unrepresented groups through advertising media for employment opportunities and informing employees of in-house promotional opportunities for vacant positions;
- Advertised position vacancies in the multicultural media (www.minorities-jb.com; www.bpaonline.com; www.nabainc.org; www.latpro.com; www.asianavenue.com);
- Established any internal mentoring, professional development and/or succession planning initiatives for employees which promote a diverse workforce at all levels (Detail efforts; Management attended GFOA Seminar; Managing A Diverse Workforce May 16, 2003; informed employees of in-house promotional opportunities;
- Encouraged staff to participate in County and/or community diversity/EEO initiatives (Diversity Celebration, Take Your Daughter to Work Day, Diversity Council, GFOA Conference Seminar; Managing A Diverse Workforce);
- Hired bi-lingual, or multi-lingual staff as needed; staff complement in the Treasury Division includes two bi-lingual positions (Spanish); Treasury also uses contractual services from the Language Line for telephone contact on an as-needed base and can access the Language Bank is available should a need arise;
- Finance Chief Operating Officer attended outside training on the topic of Diversity issues - Government Finance Officers Association (GFOA) Pre-Conference Seminar; Managing A Diverse Workforce, May 16, 2003.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Support and promote opportunity and diversity in the work place through on-going and conscientious effort by management to raise awareness of the importance and acceptance of diversity throughout the department.
- Promote participation in the County's Diversity Council activities with the continuation of the Department's representation.
- Attend regular monthly Diversity Council meetings and annual retreat.

- Report the Diversity Council's activities and issues on the Monthly Department Report.
- Participate in the FY04 (2003) Diversity Celebration.
- Post training and professional development information and encourage participation by all staff in the program.
- Encourage staff participation in the County's diversity activities including the Diversity Celebration and Take Your Daughter to Work Day.
- Continue to maintain a diverse workforce.
- Advocate for recruitment/selection/promotion of diverse population/unrepresented groups.
- Advertise position vacancies in the multicultural media.
- Continue internal mentoring, professional development and/or succession planning initiatives for employees which promote a diverse workforce at all levels.
- Encourage individual staff members to participate in County and/or community diversity/EEO initiatives.
- Continue to hire or contract for bi-lingual or multi-lingual staff as needed.
- The Department intends to review and evaluate the potential of making key publications available in alternative languages. Although primarily directed at the public, this will also serve to make current and potential employees aware that the Department encourages and supports diversity to hire or contract for bi-lingual or multi-lingual staff as needed.

FIRE AND RESCUE

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Participated in and contributed to 2002 Diversity Celebration by sponsoring a Fire and Rescue Information Booth;
- Continue to sponsor and maintain a level of diversity awareness within the department;
- Has a departmental representative on the County Diversity Council and on the Diversity Council's planning day committee;
- A new employee contract item has been implemented which allow employees to be compensated for their bi-lingual capabilities;
- We continue to be an advocate for the recruitment and selection process in hiring new employees;
- Advertises position vacancies in a the non-traditional firefighter / rescuer communities, newspapers and radio stations;
- Was a silver star sponsor and a participant of the 2004 African American Excellence Employees conference;
- Participated in the 2002 Maryland Fire and Rescue Diversity Conference;
- Worked with County Latino Outreach Coordinator to provide fire and injury prevention materials in Spanish;

- Participated in Spanish language festivals. Appeared on Spanish language cable TV show;
- Relayed safety information on various Spanish Language media outlets; newspaper, radio, TV;
- Child passenger safety seat checks at old station 25 (low income area). We provide Spanish language translation. In partnership with Consumer Affairs and SafeKids. 365 vouchers and 88 given away;
- Attended various events in the African American community;
- Provided or attended evacuation planning, speaking engagements, school events, etc to provide fire safety and risk reduction. Target audiences reflected the County's population of diverse communities;
- Provided Fire Prevention to a Korean Retirement community.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

With the approaching 2004 physical year the Division of Fire and Rescue plans on hiring a new group of employees. To that end the department proposes to have in place the following initiatives:

- Targeted recruiting efforts in the non-traditional fire and rescue communities;
- Community outreach efforts which include job fairs and community events;
- Advertisement in several ethnic newspapers, on some minority radio stations and perhaps on a few television stations;
- Attend conferences that focus on how to improve diversity issues and situations within the work place;
- Maintain and continue to train the Division of Fire and Rescue Services mediation team. This in an effort to provide a means of solution through open communication when potential misunderstandings and tense moments present themselves in the work place;
- Fire and Rescue feels that positions in public safety should adequately represent that population that it serves. Therefore, the division works to promote the success and positive efforts of the minority members of the division;
- Anticipation of receiving grant from FEMA to expand the Risk Watch program in heavily populated minority communities.
- Continue to support Multi-lingual pay for those employees proficient in other languages.

HEALTH & HUMAN SERVICES

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Organized and facilitated public/private regional planning networks, Upcounty Latino Network and Immigration Community Advocacy Network, to address issues impacting racially and ethnically diverse residents;

- Organized employment consultation work group to identify options to improve job training and placement services for immigrant, non-English speaking individuals;
- Increased the capacity of health services to the Latino, African American and Asian American communities;
- Community Outreach presentations by the Income Support Customer Service Manager at Chinese Community Fairs and Refugee Services/Catholic Charities;
- Assessment of customer service trends focusing on the needs of non-English speaking customers in Crisis, Income and Victims Services (CIVS);
- Participant of Washington Area Partnership for Immigrants Steering Committee;
- Under the auspice of the Montgomery County Diversity Council, created the design for the Diversity Council Demographic Viewer;
- Participant in the Department of Health and Mental Hygiene Limited English Proficiency Committee that drafted the DHMH organizational policy to implement Annotated Code of Maryland, Sec. 10-1101-10-1104;
- Continued staffing and recruitment initiatives, hiring with diversity in mind, and ensuring that recruitment panels are ethnically and racially diverse;
- Developed a Spanish version of the Maryland Medical Assistance booklets. Linkages to Learning opened *two new school sites in FY03, at Gaithersburg ES, and at as Maryvale ES* to serve Rockville's Lincoln Park neighborhood;
- Linkages conducted *Mother's Retreats*, designed to help culturally diverse help women connect and reflect and setting goals;
- Staff presented *Soy Unica. Soy Latina* to its staff, along with an overview of a similar program targeting boys, bringing culturally competent prevention resources designed for Latinos to decrease risky behavior;
- Participated in the Task Force on Quality Child Care in Immigrant Communities;
- Developed and implemented ChildLink, a bilingual (Spanish-English) service to triage calls from parents and professionals looking for information and resources to help young children;
- Developed, implemented and distributed Early Childhood Services resource packets in English and Spanish to new parents;
- Trained over 50 bilingual community members to facilitate Learning Parties to families in their communities. Over 70 Learning Parties were offered in English, Spanish, and Vietnamese to diverse communities throughout the County;
- Partnered with the Alzheimer's Association in developing a caregiver support group for Hispanic caregivers;
- Partnered with Community Ministries, CASA, George Washington University, and Holy Cross Hospital to provide culturally and linguistically appropriate health education, screening, referrals, follow-up, and support to low-income, uninsured, Latino populations;
- Established a Latino Data Workgroup with hospital administrators, primary care providers and patients/consumers of health services in the county and State.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Implement the use of the Diversity Council Demographic Viewer as a user-friendly tool for county department staff;
- Collaboration with the Washington Partnership for Immigrants to identify common cross-jurisdictional priority issues that impact the immigrant communities;
- Continued support and participation for the Department-wide Black History Month celebration;
- Expand the collection of customer demographic data through the use of UNITED (in applicable locations) and other ACCESS data bases (CCSP);
- Pilot bilingual eligibility menu for Income Supports' information telephone line;
- Employ an Outreach Specialist to conduct a two-year community outreach campaign to residents with disabilities and their families who are Spanish speaking;
- Work with the Arc on the outreach effort for respite awareness.

HOUSING & COMMUNITY AFFAIRS

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- The 2002 Montgomery's Best Honor Award for Diversity was awarded to Hispanic/Latino Manager Myriam Torrico, "whose efforts significantly promoted the County's guiding principle on diversity and, in so doing, enhanced the delivery of County services to its internal and external customers."
- A 2002 Montgomery's Best County Partnership Award was awarded to the first Housing Fair Planning Committee. Funded by our Empowerment Grants Program, the day-long Housing Fair featured workshops in English and Spanish on home ownership, credit, landlord-tenant issues, and lending processes. Over 600 adults attended this collaborative public-private partnership event, sponsored by DHCA, the Upper Montgomery Assistance network, HOC, the City of Gaithersburg, and others;
- DHCA coordinated the formation of the "Hispanic Bank Initiative Committee" with representatives from various consulates of Central America and other County staff. The County Executive formally requested that the embassies and consulates of South and Central American countries issue identification cards, "Matricula Consular," to their residents living in the United States for use in financial and business dealings. Banks doing business in Montgomery County were urged to accept these identification cards;
- DHCA's Hispanic/Latino Manager developed and implemented numerous programs and services geared to the Hispanic community. Her efforts were highlighted in the April 2003 issue of *Washingtonian* magazine; these include;
 - Planning and coordinating the second Housing Fair in conjunction with other partners;
 - Coordinating and delivering credit counseling workshops;

- Working with the media on shows/articles related to consumer affairs and landlord-tenant issues;
- Supporting managers and staff in matters/projects geared to the Hispanic population;
- Participating in fairs, events, festivals, seminars, committees.
- DHCA provided federally-funded grants to diverse programs/projects, such as;
 - “Jump Start Girls/Adelante Ninas”; helps girls in grades four through eight improve academic achievement and interpersonal skills;
 - Korean Community Service Center; provides housing counseling/referral services and health care referral to Korean-American residents and immigrants, particularly families with children;
 - Ethiopian Community Development Corporation; helps low/ moderate-income people start or expand businesses through training, loans, etc;
 - Jewish Social Service Agency; provides mental health, psychiatric, and crisis intervention for low-income at-risk children and their families.
 - The Division of Consumer Affairs provided outreach/assistance on issues that frequently impact minority and immigrant populations, such as predatory lending, telemarketing and credit card scams, and deceptive trade practices;
 - Civil charges and a lawsuit were brought by the County against a non-accredited travel agent who sold thousands of dollars worth of bogus airline tickets to Latin American travelers.
- As part of neighborhood revitalization, the Long Branch Task Force provided outreach to the numerous diverse populations in the area and participated in Community Unity Day. A market study conducted to ascertain what residents in the area want in their revitalized community was translated into Spanish;
- Provided funds to such organizations as Interfaith Housing Coalition for the acquisition and rehabilitation of group homes that serve individuals with developmental disabilities;
- Participated in outreach efforts to civic, homeowners, and community groups representing special populations;
- Posted job announcements in newspapers that serve minority/ethnic populations; translated and distributed numerous publications in Spanish;
- Supported managers and employees in professional development, such as studying languages, taking specialized training (ADA, cultural awareness, etc.)

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Develop formal partnerships with the numerous consulates of Latin American countries through the Hispanic Banking Initiative Committee to develop other projects that would benefit both the Hispanic community and other residents of Montgomery County;
- Form partnerships with local agencies to provide credit-counseling services to Spanish-speaking consumers;
- Provide more consumer and landlord-tenant mediation services in Spanish;

- Continue to support and take active role in planning the third Housing Fair;
- Continue to provide outreach and educational services to diverse populations, with emphasis on consumer, affordable housing, and housing mediation services.

HUMAN RESOURCES

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Supported the EEO and Diversity Management Team responsible for developing, implementing, and enforcing County-wide policies and procedures related to EEO and diversity;
- Administered EEO Complaint Process and Internal Mediation Program to resolve discrimination complaints (see Internal Audit Processes);
- Continued to provide oversight and guidance to County departments and agencies on EEO and diversity matters;
- Developed Recruitment Objectives and Strategies and participate in targeted recruitment outreach activities and job fairs to increase outreach to underrepresented groups;
- Implemented community based computer/internet access training in conjunction with Peopleclick;
- Continued to provide disability program management services through the Disability Program Manager, including disability retirement and reasonable accommodation counseling and processing (see Disability Services);
- Coordinated and provided staff support to Montgomery County Diversity Council;
- Co-sponsored Montgomery County Diversity Celebration program with Montgomery County Diversity Council; expanded program to quarterly events including Health Fair and Education Fair;
- Supported the African American Employees Association lecture series;
- Coordinated and provided staff support for the Internship Program which places high school and college students from diverse backgrounds in County Government internship positions;
- Provided the following EEO/diversity-related employee development training courses/lecture series;
 - Communicating Services Across cultural Lines
 - ADA is Customer Service
 - ADA Title I and Title II
 - Disability Case Management Program; The Supervisor
 - Today's Diverse Workplace
 - Conflict Resolution
 - Diversity Management for Managers and Supervisors
 - Mandatory Workplace Harassment Training
 - Conversational Spanish
 - ADA Update Seminar
- Designed and implemented new mandatory EEO Compliance Training for all Managers and Supervisors;

- Designed and implemented new Diversity Studies Certificate Program for County employees.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Coordinate efforts with Office of Community Affairs to increase and expand recruitment efforts to targeted populations;
- Implement applicant tracking program in order to monitor demographic information;
- Draft a plan for mandatory county-wide harassment training;
- Conduct training on the topic of how to conduct an internal investigation of EEO/harassment claims for departmental human resource/investigation personnel;
- Revise various discrimination and harassment policies;
- Increase procurement opportunities for MBE and WBE vendors;
- Revise and implement the internship program with a focus on marketing this initiative to targeted populations;
- Introduce GIS demographic program to county-side departments, in conjunction with the Diversity Council, to increase services and outreach to targeted populations;
- Coordinate and implement a County-wide LEP monitoring and assistance initiative in conjunction with the Office of Community Outreach;
- Coordinate and implement departmental diversity monitoring/assistance program on a quarterly basis;
- Form partnerships with community organization and external agencies in regards to diversity and EEO initiatives;
- Implement additional LEP initiatives;
- Co-sponsor events with OCO, MOHR, employee associations and community organizations;
- Host a student participating in Disability Mentoring Month.

HUMAN RIGHTS

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES;

- Participated in and contributed to 2002 Diversity Celebration; The Office of Human Rights sponsored a booth and distributed information about fair housing and human rights. The majority of the staff worked at the booth and answered questions concerning discrimination investigations and community relations;
- Hosted Departmental diversity celebration luncheon; The Office of Human Rights has a relatively small staff of only 22 people. We frequently gather together to share fellowship and to learn more about each other's cultures;
- Sponsored Diversity Awareness seminar series; This year, the Office of Human Rights and the Human Rights Commission received a grant to host a film dialogue on Mohammed. The impetus for this gathering grew not only out of the events of

September 11th, world tension and an increase in acts of bigotry and racism, but also in recognition of the increasing diversity of residents in Montgomery County and the need to better understand and acceptance each other;

- Established Departmental Diversity Council; The actions of the Diversity Council are reported and discussed at the regularly scheduled staff meetings;
- Selected a Departmental representative to County Diversity Council (Approximate percentage of meetings attended); Three members of our staff serve as representatives on the Diversity County, with an attendance rate of about 95%;
- Hired bi-lingual, or multi-lingual staff as needed; The composition of our staff consist of Black, White, Latino, Vietnamese and Sri Lankan. This very diverse work force also gives us extensive language capability, important to our work;
- Drafted new policy or procedures to promote EEO/AA/Diversity or Outreach efforts (Summarize the policy/procedure); The Office of Human Rights makes recommendations and authors the many of the County's policies and procedures effecting human rights issues. The Office of Human Rights investigated and/or mediated hundreds of discrimination complaints and hate bias incidents in Montgomery County;
- Advocated for recruitment/selection/promotion of diverse population and unrepresented groups. (Summarize how this was accomplished); The Office of Human Rights circulates vacancies and announcements to members of our boards, panels and commissions;
- Advertised position vacancies in the multicultural media (Specify forum); The Office of Human Rights places advertisements for vacancies, information concerning discrimination laws, request for public service announcements and invitations to community events in ethnic media outlets – Black, Hispanic, Asian and Gay/Lesbian newspapers, radio and television stations;
- Established any internal mentoring, professional development and/or succession planning initiatives for employees which promote a diverse workforce at all levels (Detail efforts); Every effort is made to promote employees from within the existing organization. Because of the diverse composition of the staff, the placement frequently involves a woman or a minority;
- Permitted individual staff members to participate in County and/or community diversity/EEO initiatives (Provide the nature of involvement); Staff members are invited and encouraged to participate in all diversity initiatives;
- Conducted internal survey to determine workforce diversity needs; The Office of Human Rights is constantly assessing the needs of the staff to better serve the community;
- Conducted in-house training or sent employees to outside training on the topic of EEO, Affirmative Action or Diversity issues; Because our office is responsible for enforcing the human rights laws in Montgomery County, staff members must stay current on EEO, affirmative action and diversity issues. The staff receives numerous hours of training;
- Translated brochures, documents or policies in languages other than English; Human Rights, Fair Housing and Partnership Board brochures have been translated into Spanish, Vietnamese, Chinese and Korean;

- Implement Limited English Proficiency initiatives; Approximately 25% of our staff speaks a language other than English and are compensated through the County's program;
- Partner/network with community organizations, educational institutions, faith-based communities to increase recruitment outreach; Representatives from a variety of community organizations serve on our boards, panels and commission. Some of the collaborations include awarding U.S. Savings Bonds to select graduating seniors from Montgomery County High Public Schools for improving relations and promoting respect among the members in their community; developing Fair Housing curriculum for select students and sponsored a poster contest in the Montgomery County Public School System; and dispensing monetary compensation to victims of hate crimes and sponsored legislation to increase the law to increase criteria and benefits;
- Participated in community events or social functions; the Office of Human Rights exhibited a booth, distributed materials and answered questions from the public at the International Festival, the Montgomery County Hispanic Festival, Montgomery Pride, Capitol Pride and Area Service Center Events and the Montgomery County Diversity Day Celebration;
- Participated in community committees, organizations or focus groups (List the name of the organization and the nature of your involvement); Representatives from the staff serve on the Latino Task Force, the African American Employee's Association, the Asian American Employee's Association, the Hispanic American Employee's Association, the Martin Luther King Jr. Celebration Planning Committee, the Maryland Association of Human Rights Agencies and COVE;
- Conducted training sessions or presentations, regarding County services, to community organizations/community members/underrepresented groups; Provided numerous hours of presentations and training to area business, government and community organizations.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- The Office of Human Rights will continue to investigate and/or mediate discrimination complaints and hate bias incidents and promote harmony in the community using education, legislation and enforcement.

INTERGOVERNMENTAL RELATIONS

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Contributed Money to the 2002 Diversity Celebration;
- Attended the 2002 Diversity Celebration;
- Office Representative Attended 77% of the Diversity Council Meetings;
- Represented the County's Initiatives Encouraging Diversity, i.e. Immigrant Tuition and Immigrant Drivers' Licenses.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Monitor Legislation Relative to EEO and Diversity Initiatives;
- Contribute Money to the 2003 Diversity Celebration;
- Participate in Diversity Council Meetings and Events;
- Attend and Participate in Diversity Summit/Retreats.

LIQUOR CONTROL

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Contribute to diversity related programs such as Diversity Day and the AAEEA Conference;
- Sponsored an employee to attend the Black Public Administrator's Conference;
- Had a primary representative and a secondary representative to the County Diversity Council for FY03 with an approximate attendance of 75%;
- Advocated for recruitment of females in the retail store manager and assistant manager job classes where they were found to be under-represented in the EEO and Diversity Profile dated August 2002. Retail management eliminated the current practice of 'promoting from within' in the assistant manager job class and has opened hiring to the outside. This required the redesign of tests to enable outsiders to compete and the development of a training program to for new assistant managers who are hired from the outside to allow them to learn retail and departmental policies and procedures and cash register operation in a reasonable amount of time;
- Established a mentoring and succession planning program in retail operations that allows interested assistant managers to train at the main office for several weeks to learn more about the overall operation;
- Held regular monthly meetings for retail clerks that enable them to learn product knowledge and procedural information for possible advancement;
- Have an extensive in-house training program for all employees, regardless of duties, on computer operation and developing computer skills. We currently offer training in Outlook and Windows Concepts;
- Encouraged employees to participate in County diversity initiatives such as attending Diversity Day. This included sending invitations by email and flyers and reminding employees verbally. Flyers were also placed in our 24 stores for the general public to see;
- Participated in outreach efforts to community organizations and citizens in local communities through the newly-created Office of Community Outreach at the Department of Liquor Control. One effort was the design of a program called Long Branch Business Alliance for the purpose of for beverage alcohol businesses that sell and serve alcohol in the Long Branch community, community members and others interested in responsible hospitality. The Business Alliance was designed to form an coalition of business owners by reminding them of the rules and regulations concerning sales and service of alcohol and to have business owners sign on to participate in responsible hospitality. The program included

one-on-one meetings with the owner or manager and was conducted in both Spanish and English. A total of 68 establishments have been included in *Code of Conduct* to date, with the diversity of establishments including 64% Latino; 18% Asian; 12% Caucasian; and 6% African American.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Contribute to 2004 Diversity Day and/or to other diversity initiatives;
- Continue to attend and participate in the Diversity Council;
- Continue with succession planning mentoring/training for retail employees;
- Continue with general training in retail functions for retail store advancement;
- Continue with general computer training for all employees;
- Continue to encourage employees to participate in Diversity Day and other diversity programs.

MANAGEMENT AND BUDGET

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Selected OMB Departmental representative to County Diversity Council and included this responsibility in the employee's annual Performance Plan and OMB Portfolio Assignment to underscore OMB's commitment to Diversity Council activities;
- Participated in and contributed to 2002 Diversity Celebration. (OMB's representative assisted with the set-up);
- OMB Diversity Council representative participated as an ad-hoc member to the Census 2000 Project;
- Supported OMB staff member's attendance at the National Forum for Black Public Administrators, held in Florida April 26-30, 2003;
- Support OMB employee's attendance at regular meetings and selected events of the Montgomery County's African American Employees Association;
- Advocated for recruitment/selection/promotion of diverse workforce when recruiting for all positions, but particularly for Management and Budget Specialists. Careful attention was made to interview and hire qualified candidates from diverse backgrounds. To ensure this, OMB maintained an interview matrix by including veteran's preference, educational background, race and ethnicity;
- Encouraged individual staff members to participate in County and/or community diversity/EEO initiatives by posting flyers and announcing events at staff meetings;
- Sent OMB Manager responsible for OMB Administration to county-sponsored workshop "EEO-Diversity Management for Managers and Supervisors" (Beryl Feinberg, 8/8/02);
- Participated in outreach efforts through budget presentations to delegations of government officials from China and Guinea.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Continue to reinforce diversity awareness through the OMB Diversity Council Representative reporting Diversity Council activities and upcoming events at staff meetings;
- Advocate for the recruitment/selection/promotion of diverse workforce when recruiting for all positions, but particularly for Management and Budget Specialists and the vacant OMB Manager position. Careful attention will be made to interview and hire qualified candidates from diverse backgrounds. To ensure this, OMB maintains an interview matrix by including veteran's preference, educational background, race and ethnicity;
- Sponsor OMB Diversity Council representative (Anita Aryee) to attend the Montgomery College continuing education program entitled "Introduction to Diversity Certificate, a two-day program;
- Highlight county support for targeted health programs, namely the African American and Latino Health Initiatives, by asking Health and Human Services staff to present the goals and strategies at an OMB staff meeting;
- Participate in and contribute to 2003 Diversity Celebration;
- Send OMB representative to Diversity Council retreat;
- Identify OMB Departmental representative to County Diversity Council and include this in the employee's annual Performance Plan and OMB Portfolio Assignment to underscore OMB's commitment to Diversity Council activities;
- Encourage individual staff members to participate in County and/or community diversity/EEO initiatives by posting flyers and announcing events at staff meetings;
- Support OMB employee's attendance at regular meetings and selected events of the Montgomery County's African American Employees Association;
- Encourage remaining OMB Managers to attend county-sponsored workshop "EEO-Diversity Management for Managers and Supervisors;"
- Participate in outreach efforts through budget presentations to foreign delegations representing diverse populations.
- During African-American History Month, promote increased awareness of diversity through initiatives at staff meetings.

MID-COUNTY SERVICES CENTER

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Hired bi-lingual Principal Administrative Aide who is primary public contact;
- Participated in 2002 Diversity Celebration;
- Entire staff trained on EEO issues (OHR – provided) (Mid County, Wheaton Redevelopment Program, Wheaton Urban District);
- Director participated as presenter/panelist at ICMA 2002 Annual Conference on "Delivering Services to Multicultural Communities." PowerPoint presentation has been used for County meeting;

- Continue to gear Wheaton's special events to multicultural media. Multicultural – themed events include Taste of Wheaton, Summer Concert Series, Taste of Wheaton;
- Have made diversity a primary “selling point” in the successful redevelopment of downtown Wheaton;
- Formed alliance with Hispanic Chamber of Commerce on redevelopment issues;
- All brochures promoting Center/Urban District activities have been translated into several languages with the exception of the Wheaton Restaurant guide which is largely pictorial;
- Staff/Director spoke to ethnic community groups on the mission and services of the Center;
- Sponsor and annual building “Diversity Lunch.”

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Mid-County Services Center will continue to prioritize recruitment of diverse candidates as openings occur;
- Greater diversity needs to be achieved in the compensation of Mid-County's three advisory boards (Mid-County Citizens Advisory Board, Wheaton Urban District Advisory Board, Wheaton Redevelopment Steering Committee). Director/staff plan to appear on local ethnic radio, work with Faith Community and promote Board opportunities to community groups. Current Board members will be given diversity training relevant to Board situations and the welcoming of new members.
- Mount several new display boards and flyer racks in the Center which will have literature specific to the ethnic groups using the Center and its tenants agencies.

PERMITTING SERVICES

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Department of Permitting Services (DPS) staff continuing to receive Preventing Workplace Harassment training;
- DPS staff continuing to receive ADA Legislative Forum training;
- DPS has designated Hispanic, Asian, Afghani, Farsi, Vietnamese and Burmese contacts;
- DPS contributes and participates in Diversity Day activities;
- DPS has an alternate and delegate to the Diversity Council;
- DPS contributed to OHR'S Employer of Choice Program;
- DPS actively advocated for recruitment/promotion of diverse populations;
- DPS provided names of multi-lingual employees for the Spanish Directory;
- DPS participates in meetings with the Montgomery County Latin-American/Hispanic Affairs Liaison and attends their community update meetings;
- Zoning/Vendor brochure and A Guide to Code Enforcement are available in Spanish. DPS is evaluating other brochures for translation into Spanish;

- DPS continuing to have Instructions for IVR (Interactive Voice Response) telephone system translated into Spanish;
- Multi-lingual DPS staff are available to address the needs of persons with LEP;
- Participated in Hispanic Business Institute seminar describing services that DPS provides that might benefit the Hispanic community in starting small businesses such as; home occupation certificates, use and occupancy certificates, special exceptions and vendor licenses;
- Managers attended and contributed to the African American Employees Association Conference.
- DPS ensures that any construction within the public right-of-way is accessible to persons with disabilities.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- DPS staff will continue to receive Preventing Workplace Harassment training;
- DPS staff will continue to receive ADA Legislative Forum training;
- DPS will continue having designated Hispanic, Asian, Afghani, Farsi, Vietnamese and Burmese contacts;
- DPS will contribute and participate in Diversity Day activities;
- DPS will continue having an alternate and delegate to the Diversity Council;
- DPS will contribute to OHR'S Employer of Choice Program;
- DPS will continue advocating for recruitment/promotion of diverse populations;
- DPS will continue providing names of multi-lingual employees for the Spanish Directory;
- DPS will participate in meetings with the Montgomery County Latin-American/Hispanic Affairs Liaison and attended their community update meetings;
- The Sign Brochure and Application for Work in the Public Right of Way will be available in Spanish;
- DPS will continue translating our IVR (Interactive Voice Response) telephone system into Spanish;
- Pursuing information on obtaining software that will translate our documents into other languages;
- Multi-lingual staff will continue being available to address the needs of persons with LEP;
- DPS will continue participating with the Hispanic Business Institute in seminars describing services that we provide that might benefit the community in starting small businesses such as; home occupation certificates, use and occupancy certificates, special exceptions and vendor licenses;
- Managers will continue attending and contributing to the African American Employees Association Conference;
- DPS will continue to ensure that any construction within the public right-of-way is accessible to persons with disabilities. This primarily concerns sidewalks and curb ramps. This is a challenge, particularly in retrofit situations in CBD areas and in residential urban communities, where there are numerous space constraints.

Recent policy changes include the requirement for two curb ramps at each corner of a four-way intersection.

POLICE

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- The Department of Police provides both entry-level and annual in-service diversity training to all Police employees;
- The Police representative on the Diversity Council attends monthly meetings, and apprises management of pertinent issues. The Chief of Police provides the representative with full support and is committed to attending meetings as often as possible to support and assist with the Council's goals and missions;
- The Chief of Police supports the African American Employee Association, and along with other County departments, provides financial support to the association. Employees participate in the AAEA Leadership Institute;
- In FY 01, the Department, in partnership with the Department of Justice's Community Relations Services, developed a Community Liaison Team. The team has trained citizens who are capable of responding to diverse communities in crisis and to assist the community membership to understand the roles, responsibilities and practices of the police;
- During this fiscal year, in an effort to increase the recruitment of diverse individuals, Personnel Division recruiters attended approximately 170 job fairs. Over 50 were geared towards recruiting minorities, such as NAACP Career Fairs in various cities, Life Style Expo and For Sisters Only in Washington, D.C., and the El Pregonero Career Fair, to name a few;
- Recruitment efforts have provided procurement opportunities to minority newspapers, publications, and radio stations;
- The Department has three committees comprised of African Americans, Asian Pacific Americans, and Hispanics/Latinos made up of community representatives and Police employees. The groups meet quarterly and make recommendations to the Chief of Police regarding recruitment, policy and community relations;
- The Department has enhanced its outreach to members of the Arab and Muslim communities in order to improve communication with community leaders, and to assure them that acts of hate violence will be thoroughly investigated.

FISCAL YEAR 2004 EEO & DIVERSITY INITIATIVES

The above-listed initiatives will continue during FY 04.

PROCUREMENT

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES;

- Participated in and contributed to 2002 Diversity Celebration;
- Hosted Departmental diversity celebration luncheon;

- Sponsored Diversity Awareness seminar series;
- Continued support of the established Departmental Diversity Council;
- Selected two Departmental representatives to County Diversity Council; attended 75% of the meetings;
- Hired bilingual staff as needed;
- Continued use of employee sign language skills;
- Advocated for recruitment/selection/promotion of diverse population/unrepresented groups (Summarize how this was accomplished);
- Advertised position vacancies in the multicultural media (Specify forum)
Advertised vacancies in minority newspapers; advertised contract opportunities in minority newspapers;
- Supported County and statewide minority procurement activities;
- Partnered with minority vendor community—Hispanic, Asian, and African-American Chambers of Commerce—to do outreach to minority vendors;
- Attended NAACP social event; purchased ad in brochure;
- Participated in Hispanic Job Fair;
- Participated in outreach efforts to community organizations, citizens in local communities or underrepresented groups;
- Conducted training sessions or presentations, regarding County minority procurement; held four classes; approximately 25 people attended each class;

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- To continue to provide an understanding of diverse cultures by sponsoring an office diversity day;
- To promote a community service day to a nonprofit group that serves a diverse community. This year, for example, the Office of Procurement assisted “Habitat” in building a house for a minority resident;
- To continue to promote an understanding of procurement through multilingual publications, brochures, pamphlets, audio and visual products;
- To continue to work with the Business Resource Center, a work area for handicapped individuals who want to learn how to do business with Montgomery County;
- To continue to provide quarterly seminars to promote an understanding to minority, gender, and disabled business groups with strategies to gain business opportunities in Montgomery County;
- To continue to support OHR by providing visible space for all notices that will assist in recruiting and hiring qualified women and minorities;
- provide procurement opportunities by advertising solicitations in minority newspapers;
- To provide procurement opportunities by advertising solicitations in minority newspapers;
- To provide guidance and assistance to Health and Human Services Contract Team and to the County Council regarding grant-funded programs to diverse populations;

- Provide more outreach opportunities to disabled vendors;
- Increase outreach seminars;
- Increase multicultural forums.

PUBLIC INFORMATION

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Promoted the benefits of diversity and the importance of tolerance, particularly after the September 11 attacks on America, through public service announcements, press events, news articles and cable television shows;
- Launched the County Cable Channel's first Spanish language television show, "Tertulia," hosted by Latino/Latina Affairs Specialist Wanda Resto Torres;
- Produced six episodes of "Celebrate Diversity," a 30-minute show that highlighted the unique cultural diversity of Montgomery County. The show is hosted by Kelly Wheeler;
- Produced an episode of "A Closer Look" that was focused on diversity programs within Montgomery County and highlighted the Gilchrist Center for Cultural Diversity. The cable show is produced by Lisa Johnson;
- Organized press events with the County Executive and Chief of Police, and facilitated news coverage, denouncing hate crimes in Montgomery County;
- Publicized and supported ethnic heritage recognition months;
- Reached out to speakers of other languages by translating press releases, emergency preparedness materials and other documents into Spanish, French, Farsi, Chinese, Korean, Vietnamese, and Cambodian;
- Provided timely and accurate information to minority and ethnic media organizations;
- Worked with the Department of Technology Services to research and evaluate translation software for use on the Montgomery County website;
- Researched and evaluated emergency messaging and communication tools to reach out to individuals with disabilities;
- Supported and promoted opportunity and diversity in the workplace through ongoing and conscientious effort by management to raise awareness of the importance and acceptance of diversity throughout the office;
- Promoted the importance of finding a balance between the protection of individual rights and community security and safety;
- Supported and participated in the Diversity Council's Annual Diversity Day;
- Regularly posted training and professional development information and encouraged participation by all Office of Public Information staff;

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Continue to promote the benefits of diversity and the importance of tolerance through public service announcements, press events, news articles and cable television shows;

- Continue to support “Tertulia,” a Spanish-language program hosted by Latino/Latina Affairs Specialist Wanda Resto Torres for County Cable Television Channel 6;
- Continue to produce “Celebrate Diversity,” a 30-minute cable show hosted by Kelly Wheeler that highlights the unique cultural diversity of Montgomery County and is cablecast on County Cable Channel 6;
- Continue to publicize and support ethnic heritage recognition months;
- Continue to reach out to speakers of other languages by translating press releases, emergency preparedness materials and other documents into Spanish, French, Farsi, Chinese, Korean, Vietnamese, and Cambodian;
- Continue to provide timely and accurate information to minority and ethnic media organizations;
- Continue to work with the Department of Technology Services to find accurate translation software for use on the Montgomery County website;
- Continue to research and evaluate emergency messaging and communication tools to reach out to individuals with disabilities, and establish one that will communicate in a variety of formats – text-message on a cell phone; pager; e-mail, etc;
- Continue to support and promote opportunity and diversity in the workplace;
- Continue to promote the importance of finding a balance between the protection of individual rights and community security and safety;
- Continue to support and participate in the Diversity Council’s Annual Diversity Day.
- Continue to post training and professional development information and encourage participation by all Office of Public Information staff.

PUBLIC LIBRARIES

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Departmental representative to County Diversity Council, Gilberto Zelaya, served as vice-chair of the Council;
- Departmental staff certified in a language other than English; 41 advanced, 22 basic;
- Departmental work group conducted a Recruitment Needs Assessment, recommending action for the Department in FY03-04 and in the future; this plan includes a recommendation for mentoring for key paraprofessional positions;
- Multicultural Library Advisory Committee provides assistance with planning library services responsive to community needs;
- Identified community organizations serving immigrants, and established working relationships with these organizations to identify needs and develop response;
- Demographics are developed with Park and Planning for branch-specific monitoring of demographic changes and needs related to diversity.

Initiatives to Serve the Public:

- Regularly provides translation of key library information into Spanish, Vietnamese, Korean and Chinese;
- Provides Language Line contracted service for telephone translations in multiple languages;
- Sponsors “conversation clubs” for those who need to practice conversational English;
- Provide materials in other languages, both through internet resources and print collections. Primary languages supported are Chinese, Korean, Vietnamese, Spanish;
- Provide book discussion groups in Spanish (Gaithersburg) and Chinese (Gaithersburg, Potomac, Rockville); African-American book discussion groups are provided (Rockville, Fairland, Quince Orchard);
- Programs are provided in Spanish and Sign Language in some library locations;
- Video on preschool services has been translated into Spanish and Vietnamese, and distributed to child care providers;
- Press releases normally issued in Spanish and English. Other languages are used depending on particular event and audience;
- Identifier buttons are provided for staff who are certified in languages other than English to wear, identifying the language they speak;
- Regularly participate in cultural heritage festivals and provide programs in all libraries reflecting our community’s diversity. Examples include; Celebrate US program series of authors and performers; Gaithersburg International Book Festival; Korean Film Festival at Quince Orchard Library; Spanish Film Series at Twinbrook Library; Chinese New Year celebrations; preschool reading event sponsored by Telemundo at Westfield Wheaton; programs to recognize Asian, Hispanic and Native American heritage months. These are examples only; programs are provided monthly at various library locations;
- Provide Linkage to the Library summer program at three libraries, partnering with Linkage to Learning schools and serving Hispanic families through extensive programming;
- Partner in MCPS Early Reading First grant, which will provide extended preschool services to Hispanic families in the Wheaton Cluster;
- Established three language learning labs (Wheaton, Gaithersburg, Long Branch) for self-paced English language instruction;
- Upgraded computer lab for basic learning skills for persons with disabilities, at Special Needs Library.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Develop better signs throughout the library system for directional assistance to those who speak languages other than English;
- Develop programs for Early Reading First grant, focusing on Hispanic families with preschool children;
- Monitor use of language labs; assess future needs;

- Review County classes taken by Department supervisors, to insure that all supervisors have taken the relevant EEO and related classes;

PUBLIC WORKS AND TRANSPORTATION

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Produced video on recycling with Spanish subtitles and open/closed captioned. Entitled “Close the Loop! Reduce Waste, Recycle and Buy Recycled”, Montgomery County, MD;”
- Supported the efforts of Board Member to the Asian Pacific American Employee Association, Eileen Kao (Solid Waste Services);
- Met with and made presentation on recycling programs to the County Executive’s Asian Affairs Advisory Committee;
- Provided TTY services in the Customer Service Units of Solid Waste Services and Transit Services;
- Expressed strong support for the need of bi-lingual recruitment advertisements. Hired bi-lingual or multi-lingual staff throughout the department as needed to provide services to customers. Languages available; Farsi, Hindi, Urdu, Spanish, Vietnamese, Korean, and Mandarin;
- Participated in, contributed to, and encouraged staff to attend the 2003 Diversity Celebration;
- Participated in numerous community events to increase recycling, such as International Festival, Energy Assistance Expo, Young Health & Fitness Fair, Month of the Young Child events, Kids Fest, Taste of Wheaton, utilizing bi-lingual staff;
- Continued use of illustrations, icons and universal symbols for recycling on all publications and presentations;
- Strengthened Recycling Outreach and Education Group’s internal practice to provide recycling information using graphics and illustrations, and translated into other languages determined by audience needs;
- Offered sign language interpreters at all recycling seminars and household hazardous waste events;
- Translated brochures, documents or policies in languages other than English; Street Resurfacing flyer;
- Video on employment opportunities in Fleet Management distributed to technical institutions;
- Recruitment of Fleet mechanics via military employment sites and agencies;
- Developed a PowerPoint presentation to provide and explanation of the services provided by the department, with a special emphasis on services provided by the Division of Fleet Management Services;
- Offered a Recruitment Referral Award in the Division of Transit Services and Fleet Management Services;

- Developed and tracked statistical information related to EEO and diversity for the Division and its Sections, and incorporated this information as a routine element on Division and Section reports and management reviews throughout the year;
- Traffic and Parking filled 36 percent of the 14 vacant positions in FY03 with either female or minority personnel;
- Published several Solid Waste Services brochures and information for single-family residents using illustrations, Spanish and Chinese translations;
- Published updated multi-family recycling posters in French, Spanish, Chinese, Korean, Russian and Vietnamese;
- Translated updated multi-family recycling brochures into Chinese and Russian;
- Provided Spanish language interface on the Division of Solid Waste Services website;
- Published mixed paper recycling information for the multi-family sector in Spanish;
- Advertised on Spanish radio stations for multi-family recycling;
- Produced Business Recycling Guidebook in Spanish and Chinese;
- Translated the business recycling Q & A brochure in Spanish and Chinese;
- Produced Make It Your Business to Recycle booklet in Spanish and Chinese;
- Produced new business recycling poster with text in Spanish, Chinese, Korean, Vietnamese and French;
- Conducted recycling training for Spanish-speaking staff at Westfield Shopping town Wheaton;
- All publications are available in alternate format upon request;
- Ensured phone, fax, TTY, e-mail address and website printed on all publications;
- Hosted a Divisional diversity celebration luncheon; Spring luncheon;
- Partnered with Connection Resource (ESOL) providing employment information and processes to two separate groups;
- Attended Congressman Albert Wynn's Job Fair in May of 2002;
- Many staff members are active in the AAEEA and the Asian Pacific Heritage Committee;
- Traffic and Parking had its "Move It" brochure translated into Spanish;
- Majority of employee employment in Traffic/Parking Services were from under represented groups;
- We recruit and hire a diverse workforce, carefully considering the composition of each section ensuring diversity.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

Department Goals:

- Develop relationships with community organizations and training programs specifically for women to increase females in the workplace. Specifically target increase of female Equipment Operator, Engineer, and Fleet Mechanic personnel.

Division Goals:

- In the Division of Capital Development, we plan on adding organizations, radio stations, etc. that reach diverse groups, and add them to our mailing list for public meetings, newsletters, public hearings;
- Translate Fleet Management Services Video into other language formats;
- Recruit via advertisement in multicultural media;
- Appoint a Divisional representative to the Department's EEO/Diversity Council;
- Host a series of "brown bag" lunch-time meetings on EEO/Diversity issues;
- Investigate options to create a "bridge position" to improve communications between employees with limited language and first line supervisors;
- Develop and administer a Division wide survey to identify employee interests and concerns related to EEO/Diversity issues;
- Use the County's "Take Your Child To Work Day" as an opportunity to promote EEO/Diversity issues;
- Using a diversity profile for the Division, identify areas where staffing does not conform to Countywide averages and develop strategies to address;
- Continue strengthened Recycling Outreach and Education Group's internal practice to provide recycling information using graphics and illustrations, and translated into other languages determined by audience needs;
- Stress bi-lingual needs in recruitment advertisements;
- Continue use of illustrations, icons and universal symbols for recycling on all publications and presentations;
- Offer sign language interpreters at all recycling seminars;
- Recruit recycling volunteers who speak Spanish, Chinese, and other languages where there is significant need;
- Translate the volunteer recruitment brochure into Spanish and Chinese;
- Translate "What Happens After It Leaves the Bin" brochure into Spanish and Chinese;
- Translate the multi-family recycling Property Managers' Guide into Spanish and Chinese;
- Translate the business recycling handbook into Spanish and Chinese;
- Translate the 7 sector specific recycling kits into Spanish and Chinese;
- Advertise in Spanish and Chinese media for recycling;
- Publish special edition newsletter in Spanish and Chinese;
- Offer recycling "forums" in additional languages, beginning with Spanish and Chinese.

RECREATION

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

The Director of Recreation established a Diversity Cross Team in 1996 that developed and implemented a workforce diversity management plan in 2000. The Montgomery County Department of Recreation's Workforce Diversity Management Plan responds to rapidly changing demographic needs for our workforce as well as county residents. It is a

proactive recruitment, training, and outreach plan designed to attract, develop, and retain the most qualified individuals regardless, of culture, race, religion, gender, disabilities, sexual orientations, age, socio-economics and other backgrounds. Additional and anticipated benefits of this plan will be improved customer service and increased productivity. The goal of the plan is to create a workplace and leisure environment where all individuals are respected, valued, and given equity and equal opportunity for success. The plan ensures the continued development of a workforce that reflects and appropriately serves the diverse residents of Montgomery County. The Recreation Department's Diversity Management Plan includes a set of goals and action steps. Action steps are an integral part of the plan and are reviewed and updated annually. Each action step has an evaluation measure by which accomplishments will be determined. From those action steps, the following has been achieved:

- Promoted one Recreation Department staff of diverse background to Recreation Supervisor (one Black American female);
- The Department has a Diversity Management Cross Team;
- All Managers and Supervisors have been to Mandatory Training done by OHR (5/20/2003);
- The Diversity Team's education sub-committee designed, previewed and evaluated a 3-hour training session on diversity awareness. This model became the basis for our mandatory departmental training which Montgomery College Diversity Management Institute trainers implemented. The committee members also prepared the training schedule, made the facility arrangements, coordinated with the training team and provided on-site support for seven diversity workshops which trained 110 Recreation and other County agency staff. As a co-sponsor of the training sessions, the Office of Human Resources provided registration, financial and contractual support. Also, conducted a needs assessment survey to determine level of training needed;
- Require ongoing diversity, disability and sexual harassment training for all career employees;
- Gilchrist Center for Cultural Diversity completes its second year of operations (having opened September 8, 2001). Staff includes staff hires from diverse backgrounds and languages, including; Nigerian (Yoruba and French speaker) and Latin American (Spanish speaker). The Center has assisted in translating documents into other languages (mainly Spanish to date) such as; the Department of Recreation's Financial Assistance form, Camp Parent letter and others;
- The department relies heavily on the Spanish Hotline which helps callers that don't speak English access and understand the program services we provide;
- Implemented a fair and equitable process for internal lateral transfers within the Department. A policy ensuring that each vacancy within the department is announced to all applicable staff to submit a statement of interest which will be reviewed by a Manager III and Division Chief for organizational and personnel best fit. (see action steps goal #3);
- Diversity Management Plan includes a policy requiring all Department interview panels to be diverse. (see action steps goal # 3);
- Increased minority representation on the County-wide Recreation Advisory Board by recruiting and selecting 3 females, one minority;

- Supports each Annual Diversity Day celebration since its inception with financial contributions, when available and staff involvement. All levels of staff have participated each year on the Diversity Day planning committee;
- Supports the African American Employees Association with contributions, when available and encourage staff to take leadership positions. Currently the President and Vice-President are recreation staff;
- Director received AAEA diversity award;
- Recognized Black History month with a month long educational quiz designed to create awareness and promote education. Also recognized Hispanic Heritage month;
- Annual Department Diversity Day celebration of foods and culture, representing different cultures and themes each year;
- Employ eight full-time multilingual staff;
- Department recruitment strategies are detailed in action steps, goal #3 collaborative efforts with EEO & OHR guidelines and procedures;
- Participated in 7th annual Juneteenth celebration sponsored by the County Executive's Office;
- The Gilchrist Center has the Language Line available (what was formerly known, and sometimes is still referred to as the ATT language line). If onsite interpretation is needed in a language that staff or volunteers do not speak we can access the Language line and get instant interpretation.

Partnerships:

- Montgomery College, Shady Grove Campus
- Montgomery County Office of Human Resources
- Montgomery County Public Libraries

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- First priority is to continue to build on initiatives established in FY03;
- Expand programs offered by the Gilchrist Center to other regions of the County where these services are very much in need;
- Participate in the pilot study of the Census 2000 project;
- Enhance/encourage greater training opportunities for all staff to become more sensitive to differences in the work place. This will be in cooperation with OHR and EEO;
- Design and/or implement a formal Mentoring Program to encourage and prepare staff for personal and professional growth and possible promotional opportunities;
- Researching the opportunity and related costs to have Starline, our online registration service, in Spanish and English;
- Researching the opportunity and related costs to have our RecWeb internet registration software be modified to offer Spanish translation on all program offerings;
- Display at a minimum one page on our homepage that features program offerings that have been translated to Spanish;

- Winter program information Guide and future guide publications - provide one page featuring a variety of program offerings that are translated in Spanish.

SHERIFF

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- The Montgomery County Sheriff's Office provides in-service diversity training to all Sheriff's Office employees;
- A Sheriff's Office representative attends monthly Montgomery County Diversity Council meetings and reports pertinent issues to the senior executive staff and the Sheriff;
- A Sheriff's Office Lieutenant is a member of the Executive Board and Sergeant-at-Arms for the Coalition of Black Police Officers of Montgomery County, Md. The Coalition is an affiliate of the African American Police Association, a nationwide organization dedicated to the promotion of justice, fairness, and effectiveness in law enforcement;
- During the past fiscal year, in order to attract a diverse pool of applicants, the Sheriff's Office has attended numerous community functions and job fairs such as Montgomery College's career and job fairs, Montgomery County Diversity Day, the Prince George's County Municipal Police Academy, Maryland Courts Domestic Violence Program and JobFest-DC;
- The Sheriff's Office has expanded its job listings and advertisements to include the Washington Post, the National Minority Update, and numerous internet web sites including OHR's Montgomery County internet jobs listings, the Montgomery County Sheriff's Office web site at www.mcsheriff.com, and numerous specialized police and military employment web sites.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- For FY04, the Sheriff's Office intends to maintain a large number of internet job listings, encourage job referral by county minority organizations, and continue with a wide ranging job fair attendance;
- The Montgomery County Sheriff's Office most recent diversity analysis by the Office of Human Resources indicates that none of our EEO job categories are less diverse than reasonably expected (except for one single incumbent job category).

SILVER SPRING REGIONAL SERVICES CENTER

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Selected a Departmental representative to County Diversity Council (Approximate percentage of meetings attended);
- Laura Sobers (Administrative Services Coordinator) has attended at least 75% of meetings;
- Hired bi-lingual, or multi-lingual staff as needed;

- Silver Spring Regional Center – We have many people that come to the center with Limited English Proficiency (LEP). The language spoken is predominately Spanish. We have a bi-lingual (English-Spanish) Principal Administrative Aide that assists with translations and interpretations on a daily basis;
- The Silver Spring Urban District has Security/Hospitality staff that help a large number of customers while patrolling in our Downtown Central Business District. Currently, four of the Urban Crew and Service Corps staff are bi-lingual (English and 2 Spanish; 2 African dialects);
- Advocated for recruitment/selection/promotion of diverse population/unrepresented groups;
- In advertising for staff openings, we emphasize the need for bi-lingual staff for those positions that require extensive public contact;
- Permitted individual staff members to participate in County and/or community diversity/EEO initiatives;
- Admin/Professional staff participated in EEO-Diversity training in FY03;
- Translated brochures, documents or policies in languages other than English (Provide name of document and languages);
- Community Services Brochure (Silver Spring-Takoma Park Guide to Helping Organizations)
- Emergency Preparedness Guide
- New Silver Spring Regional Center Brochure
- Implement Limited English Proficiency (LEP) initiatives (Describe);
- Participated in outreach efforts to community organizations, citizens in local communities or underrepresented groups;
- Ethnic and other minority customers and neighborhoods are identified mainly through community outreach. The Silver Spring Regional Center engages in extensive outreach to the various neighborhoods within the region we serve. The ethnic minority population is comparatively large. We continuously coordinate and/or participate in community meetings throughout the region, to identify issues, including those related to cultural differences and language barriers, and work with the community and helping agencies to address them. For example, we coordinate ongoing “Community Action Groups” in those areas with the greatest needs (Northwest Park, Rosemary Hills, Lyttonsville), and we participate extensively in the Executive and Council-appointed Long Branch Task Force.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Translation of Silver Spring Regional Center brochure to Spanish (underway July 2003);
- Continuation of bi-lingual preference for positions that have extensive public contact;
- Continuation of community outreach to ethnic minority neighborhoods to help resolve quality of life issues.

- Often, resources are not adequate to address identified needs, particularly those that affect a neighborhood or the entire region, such as the need for affordable housing for our constituents;
- The Silver Spring Regional Center is dedicated to providing all of our customers with accurate and timely communication. We will achieve that through proactive hiring practices that reflect the cultural and languages that make up our constituency in Silver Spring and Takoma Park. In our community outreach endeavors, we will continue to place emphasis on maintaining and enhancing the quality of life for those residents that have the greatest needs, which often are those neighborhoods inhabited by minorities, including ethnic minorities. Those neighborhoods include, but are not limited to; Long Branch, Quebec Terrace/Carroll Avenue, Northwest Park, Rosemary Hills, and Laytonsville;

TECHNOLOGY SERVICES

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- The department of Technology Services has an active representative since the Council's inception in 1997. The departmental representative has a perfect attendance to all the monthly Diversity Council meetings;
- Raised funds of \$4,400 (accumulatively \$26,000) donated from DTS employees to the Children's Hospital for sick children without regard to race, religions, and their capability to pay for the medical treatment;
- Developed the "Celebrate Diversity" Cable TV program that highlights the varied and unique cultures in the County. Topics have included Diversity Day, Martin Luther King Celebrations, the Sandy Spring Slave Museum, and the Rockville Historical Society;
- Produced the "Tertulia" program in Spanish. This program is hosted by Wanda Resto Torres, the County's Hispanic Liaison. Topics included our extensive parks system and using the County's Public Libraries;
- Closed Captioned all programming on cablecast on County Cable Montgomery;
- Issued an RFP for a vendor to provide closed captioning in other languages and captioning on the Internet;
- Improved access to Montgomery County Government for citizens and the disabled through Web applications (<http://montgomerycountymd.gov>) to ensure that all employees and those we served are afforded equal opportunity in areas of employment, programs and services provided by the County;
- A Disabled Services Web application is devoted to the disabled community. This Web application handles business survey and results so establishments can report their access accommodations;
- Developed a searchable application that allows the disabled community to locate resources and services throughout the region by key word or category;
- Developed Human Relations Commission Web applications for citizens to find policies and procedures on filing housing, employment, and lending complaints;
- Promoted gatherings in honor of events such as Black History Celebrations and International Festival through Internet Web Sites;

- Actively supported and participated in Diversity Day. In addition, held DTS own Diversity Day celebration through an annual Chinese New Year Luncheon in an authentic Chinese restaurant;
- Telecommunications Division held its annual Christmas pot luck which features ethnic foods from Asia, Africa, and the Middle East to celebrate the diversity of the multi-cultural background and experience of our employees;
- Active with deaf community to serve as the sign language interpreter for one of the church services each weekend;
- Volunteered for the Christmas in April Program, which has recently been renamed the Building Together/Christmas in April Program. With no cost to the occupants, the program assists the owner occupants with elderly, disabled, or economical ethnically diverse less privileged to repair and refurbish homes throughout the country. DTS employee served as the House Captain for a home in the Twinbrook section of Montgomery County;
- Volunteered as an event coordinator at the United States Chinese Kuoshu Federation (U.S.C.K.F.) 2003 International Kuoshu (martial art) Tournament held in Timonium, MD. More information about the organization can be found at; <http://www.tienshanpai.org/usckf/organization/index.shtml>
- Attended the annual African American Employee Association (AAEA) conference at UM Shady Grove Campus;
- Attended the annual conference on Evangelizing Black America conference held at the Roanoke Convention Center, Roanoke, VA;
- Celebrated annual Diversity Sunday at Glenmont United Methodist Church in Rockville. Served as the chairperson to decorate the church for the celebration luncheon. Displayed 50 small signs on how to say “hello” in different languages. Displayed large maps of each of the major continents and the ethnic background of all the countries of the world; put together a 15-page booklet comprised of letters from children from different countries; and provided a list of Websites pertaining to geography and education purposes for children/teachers/parents;
- Served as the Chair of Communications Committee for Bet Mishpachah, Washington, DC’s Egalitarian Synagogue Embracing a Diversity of Sexual and Gender Identities;
- Was a Member of Montgomery County GLOBE (Gay, Lesbian or Bisexual Employees);
- Offered regular Tai Chi exercise classes to County employees and senior community;
- Served as the board member of a cultural school in Rockville;
- Participated in Washington Chinese Tennis Association for regular and social tournaments and fund raising activity, and as a member of choir organized by Chinese interest members;
- Volunteered to work with Special Olympics, an organization in Montgomery County to provide year-round sports training and athletic competition in a variety of Olympic-type sports for citizens with mental retardation;
- Volunteered to work with the local chapter of The Autism Society of America, a group of parents and professionals dedicated to the education and welfare of adults and children with severe disorders of communication and behavior;

- Participated in the annual golf tournament fundraising for Kids Enjoy Exercise Now (KEEN) – a sports program for disabled children and adults;
- Actively involved in McNeeds – a Special Education Advocacy Group;
- Assisted a disabled teenager in securing him a GIS Internship with the Department of Economic Development Agricultural Preservation team;

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Continue and carry over all the diversity activities accomplished in FY03;
- Continue the recruitment effort to ensure a diverse workforce in the Department;
- Expand offerings with multilingual versions of eMontgomery Webs.
- Develop an online complaint form in Spanish for Cable TV programs.

UPCOUNTY REGIONAL SERVICES CENTER

FISCAL YEAR 2003 EEO & DIVERSITY INITIATIVES

- Co-sponsored weekly briefings for the community in English and Spanish about County services. The series was conducted from March through December 2002 at the Gaithersburg Regional Library, and co-sponsored with the Department of Libraries;
- Participated in planning the 2nd annual Housing Fair --- an outreach effort to inform underrepresented groups about housing opportunities, especially homeownership. The event was held on in Gaithersburg on Oct 5, 2002;
- Maintained diversity in the ethnic, cultural, and gender makeup of the Upcounty Citizens Advisory Board through active recruitment to various communities. The current board reflects representation from the African-American, Asian, and Latino/Hispanic communities;
- Maintained diversity in ethnic makeup and language capabilities of staff complement consistently over the past three years. Currently, there are seven staff; 2 Latino/Hispanic, 1 Chinese-American, 1 African-American, and 3 Caucasians. Languages spoken include English, Spanish, and Mandarin Chinese;
- Organized and sponsored the Upcounty Regional Services Center's 6th annual *Celebrate Diversity Day*. Representatives from the Center's 12 agencies are encouraged to participate in the collaborative planning for the midday celebration;
- The Director participated in Montgomery County's 2003 Diversity Celebration;
- Permitted and assisted employees to participate in the Asian and Pacific-American Employees Association, and the Hispanic Employees Association;
- Required employee participation in EEO and Diversity Management training;
- Updated the departmental emergency response manual to include consideration of employees with disabilities;
- Attended the Asian and Pacific-American Employees' public television preview of "Becoming an American," a film documentary, on March 21, 2003. The Upcounty Regional Director was introduced to the audience;

- Attended the Chinese New Year celebration at Lakeforest Mall on February 1, 2003;
- Participated in the Upcounty Latino Network's monthly meetings.

FISCAL YEAR 2004 PROPOSED EEO & DIVERSITY INITIATIVES

- Organize a community summit to focus on how to better engage civic participation in community activities, especially from different ethnic and cultural populations;
- Translate Center brochure and special editions of monthly newsletter in languages other than English;
- Increase the ethnic, cultural, and age diversity of the Upcounty Citizens Advisory Board through active recruitment to various communities;
- Sponsor the Upcounty Regional Services Center's 7th annual "Celebrate Diversity" Day through a collaboration of County employees and community partners;
- Retain diversity in the Upcounty Regional Services staff complement;
- Develop a policy and procedures to promote diversity objectives in Upcounty Regional Services Center activities (i.e. inter-agency collaborations, board recruitments, community liaison activities, board-sponsored activities).

INTERNAL AUDIT PROCESSES

INTERNAL AUDIT PROCESSES

The County monitors and evaluates its performance on the objectives stated in the EEO & Diversity Action Plan through four primary audit mechanisms: applicant tracking, Affirmative Action data collection, Complaint Processing and Analysis, and Management Leadership Service Performance Management.

Affirmative Action Data Collection: OHR utilizes an automated Affirmative Action Planning (*AAP*) program that assembles and organizes employee data in a format acceptable by the U.S. Office of Federal Contract Compliance Programs for producing Affirmative Action Plans and reports. The *AAP* reports show current workforce analyses, job group analyses, and utilization analyses for females and minorities on County-wide (Executive Branch) and Departmental bases. The information is shared with departments, the Chief Administrative Officer (CAO), and the County Executive for use in monitoring the County's and Departments' progress in meeting its workforce utilization goals. The reports are generated at least annually for use by the CAO in the performance planning and evaluation process with Department/Agency directors. Current reports are also produced as needed to conduct on-going evaluation and follow-up.

Adverse Impact Analysis: The EEO & Diversity Management Team in OHR currently performs manual Adverse Impact Analyses on recruitments to identify potential barriers to equal employment opportunity. An Adverse Impact Analysis is a statistical analysis to determine if hiring practices (or other employment practices including promotions, pay increases, training, termination), result in a selection rate of members of protected classes (i.e., females and minorities) significantly lower than that of another (demonstrably favored) group. Adverse impact is said to exist (by civil rights enforcement agencies) when the selection rate for members of protected classes is less than 80% or four-fifths of the selection rate of another group. OHR expects to implement its new on-line Adverse Impact Analysis tool, *Monitor*, and interface it with its new on-line applicant processing system, *Peopleclick*, in the near future.

Applicant Tracking: The Staffing and Organizational Development Team in OHR is in the process of implementing an automated, on-line Applicant Tracking System called *Monitor* to track applicant flow data for each recruitment, as a value-added feature of its newly implemented application processing system program called *Peopleclick*. Applicant data has historically been manually entered in an *Access* database for hard copy job applications. Now that *Peopleclick* is operational, the system can electronically collect information on race, gender, and ethnicity, as voluntarily provided by the applicant on a separate, self-identification portion of the application. *Monitor* will track and analyze data throughout the various stages of the recruitment process and will provide valuable information on the diversity of the County's applicant pools. Through its *Steps Analysis* feature, it will identify any artificial barriers to equal employment opportunity at any phase of the applicant flow process.

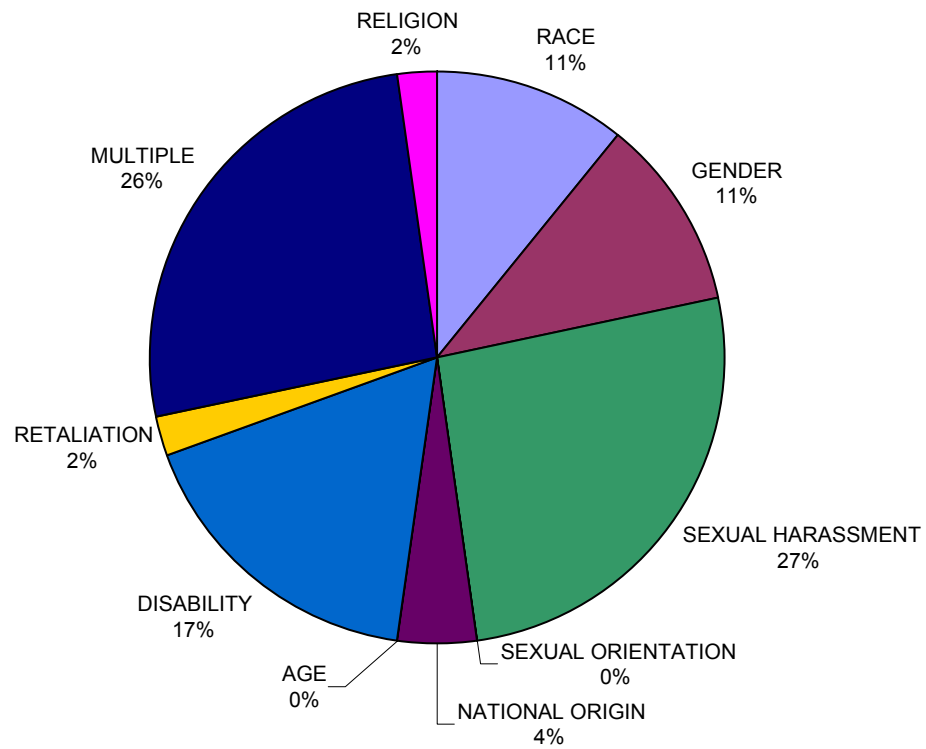
Complaint Processing: The EEO and Diversity Management Team in OHR is responsible for managing the EEO Compliance function for the County Government. As such, it has developed and implemented a structure and procedures for addressing complaints of discrimination. The EEO Complaint Processing Guidelines and the County's Policy on Sexual Harassment (contained in the Appendices) provide some of those procedures. In addition, the team has developed and implemented an internal Mediation Program to resolve complaints as an alternative to complaint investigation (see Mediation Fact Sheet in Appendix). Information on discrimination complaints received by the County is tracked in the EEO Case Log. This access database maintains information on all internal and external⁵ complaints of discrimination against the County. This information is periodically reviewed for departmental trends and to identify areas of need. The information is fed back to departments and the Chief Administrative Officer in management reports for their consideration.

Complaint Analysis: The EEO & Diversity Management team in OHR maintains a comprehensive database of discrimination complaints filed by employees and applicants for employment. Graphs depicting the types of complaints filed and the venues in which they were filed are included on the following pages. Sex (including sexual harassment) and race continue to be the primary bases for complaints. The total number of complaints decreased in FY03 by 8% since the prior fiscal year, thereby indicating the effectiveness of our proactive measures, including training, education, and alternative dispute resolution, to address and prevent discrimination in the workplace. Employees continue to elect to file an internal complaint more often than file an external complaint (with the Montgomery County Office of Human Rights, Maryland Commission on Human Relations, or the U.S. Equal Employment Opportunity Commission) by a 3 to 1 ratio. This is testament to the trust employees place in the internal system, as well as in the efficiency of the internal process in resolving complaints faster than the external process. As the following graph depicts, in FY 2003, internal EEO cases were closed on average in 69 days as compared with 550 days for complaints filed with external agencies.

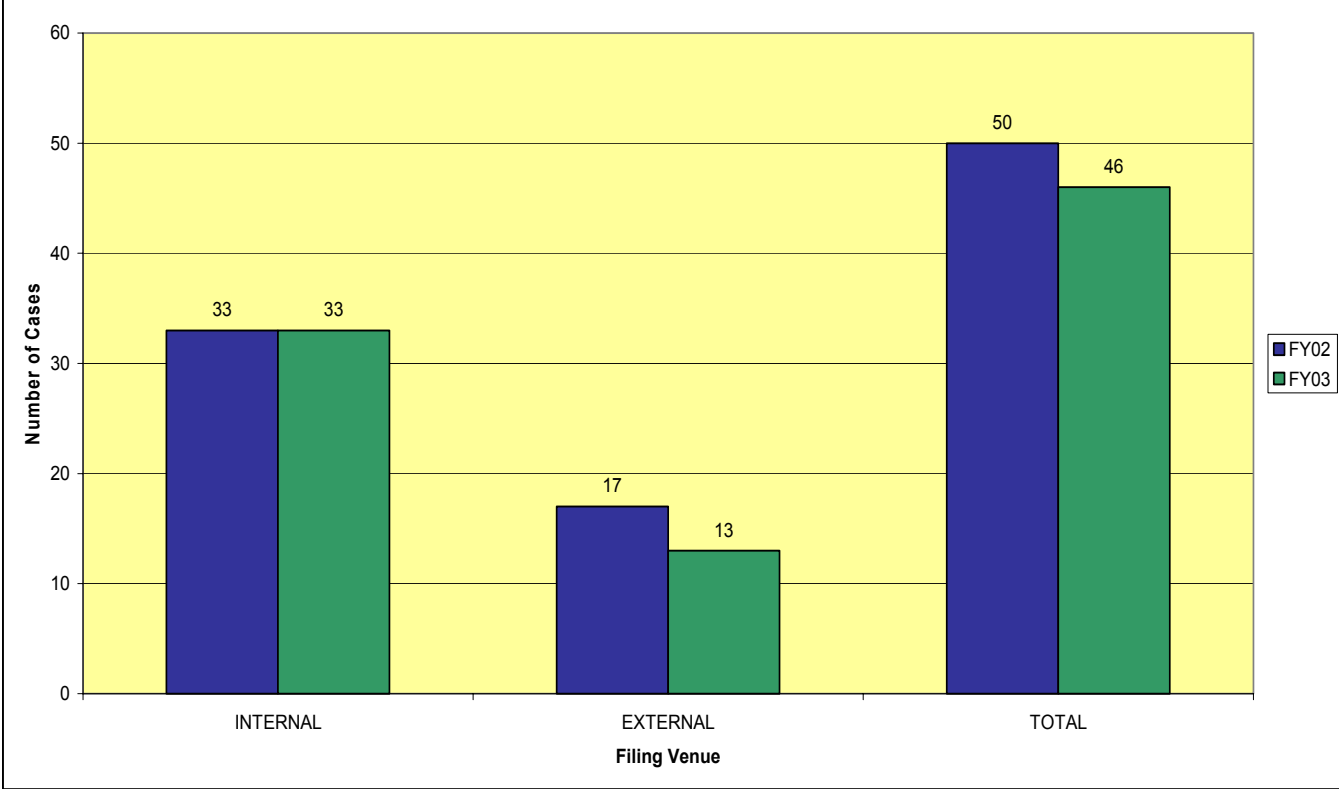
In addition to these primary mechanisms, the County also tracks training, labor relations, disciplinary, and turnover activity by race and gender for further analysis, as needed. All of the systems serve as means to self-audit and monitor the County's performance and progress in meeting its EEO/Diversity aims. They also serve to identify problem areas and develop customized solutions/responses to areas of need.

¹ External complaints are charges filed with the Montgomery County Human Rights Commission, the Maryland Commission on Human Relations, or the U.S. Equal Employment Opportunity Commission.

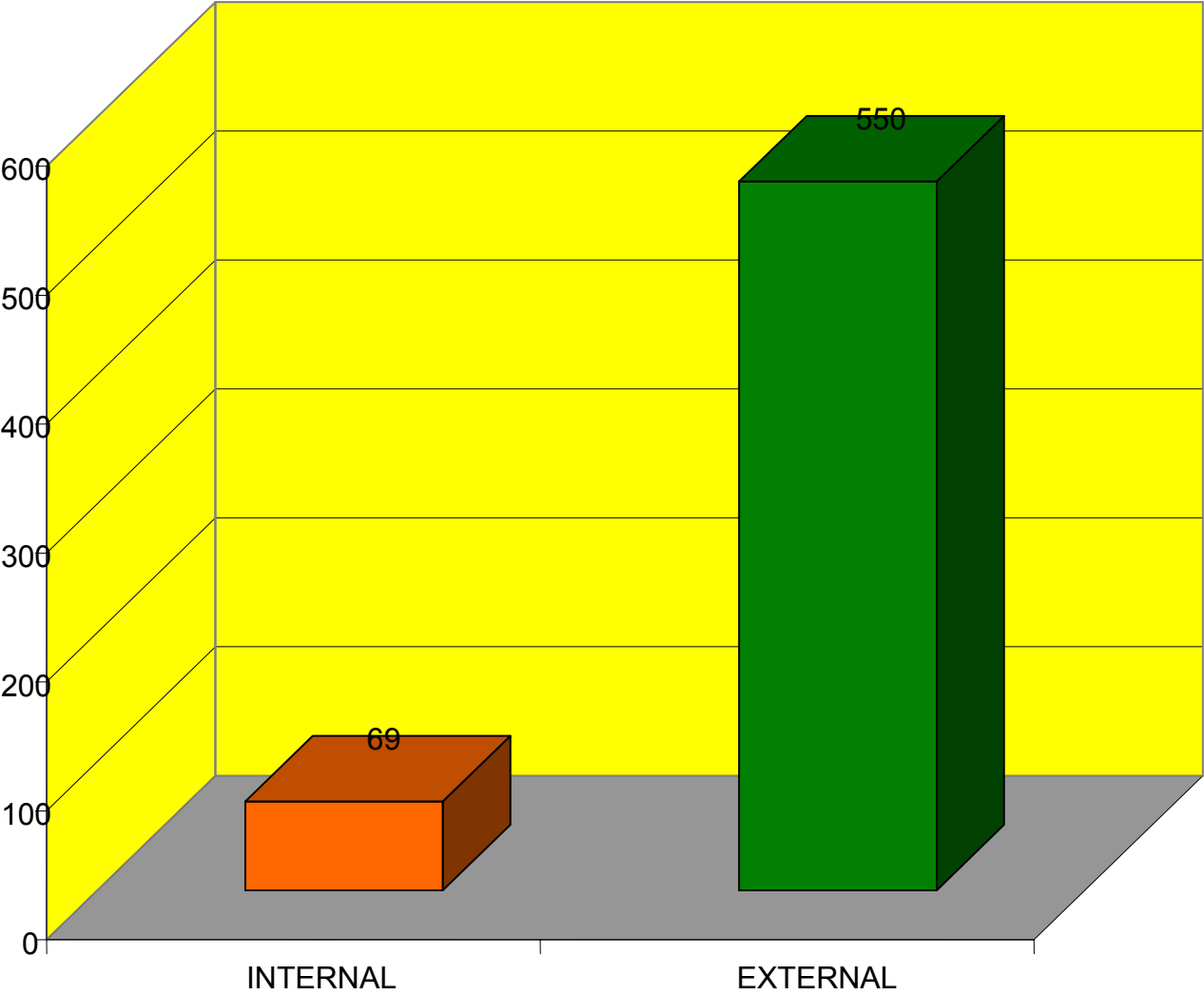
FY03 EEO COMPLAINTS BY TYPE



FY02 & 03 COMPARISON OF EEO CASES BY FILING VENUE



FY 03 EEO CASE CLOSURE TIMES



EEO COMPLAINTS ANALYSIS

Prepared by the EEO & Diversity Management Team

Office of Human Resources

	FY03	FY02	FY 01	FY 00	FY 99
<i>NEW COMPLAINTS</i>	46 (100%)	50 (100%)	36 (100%)	64 (100%)	45 (100%)
Internal	33 (72%)	33 (66%)	25 (69%)	42 (66%)	27 (60%)
External	13 (28%)	17 (34%)	11 (31%)	22 (34%)	18 (40%)
<i>INQUIRIES</i>	63	51	46	34	37
<i>BASIS OF COMPLAINT</i>					
Race	5 (11%)	10 (20%)	5 (14%)	13 (20%)	11 (25%)
Gender	5 (11%)	8 (16%)	2 (6%)	4 (6%)	2 (4%)
Sexual Harass.	12 (26%)	13 (26%)	17 (47%)	22 (34%)	11 (25%)
Sexual Orient.	0	0	0	1 (2%)	0
Religion	1 (2%)	0	1 (3%)	0	1 (2%)
National Orig.	2 (4%)	2 (4%)	1 (3%)	5 (8%)	2 (4%)
Age	0	0	1 (3%)	0	1 (2%)
Disability	8 (18%)	3 (6%)	1 (3%)	10 (16%)	9 (20%)
Retaliation	1 (2%)	6 (12%)	3 (8%)	3 (5%)	3 (7%)
Multiple	12 (26%)	8 (16%)	6 (16%)	6 (9%)	5 (11%)
<i>OUTCOMES*</i>					
Cause	8 (18%)	10 (20%)	12 (33%)	6 (10%)	7 (16%)
No Cause	14 (30%)	12 (24%)	12 (33%)	24 (38%)	14 (31%)
Under Invest.	17 (37%)	17 (34%)	8 (22%)	14	2
Predeter. Resolution	4 (8%)	2 (4%)	1 (3%)	12	2
Mediated/Settled	1 (2%)	2 (4%)	0	1	1
Withdrawn	1 (2%)	2 (4%)	1 (3%)	3	5
Admin. Closed	1 (2%)	5 (10%)	2 (6%)	5	5
Avg. Int. Close Time	69 DAYS	42 DAYS	37 DAYS	35 DAYS	30 DAYS

* The percentages for the *Outcome* numbers are calculated using the designated year's total number of complaints, for illustrative purposes only; these numbers may reflect the resolution of complaints filed in previous years.

MANAGEMENT LEADERSHIP SERVICE

The Management Leadership Service (MLS) is a classification, compensation, and leadership development system for the County's managers. The system is characterized by a broadbanded job classification structure, consolidating dozens of occupational classes falling into six discrete pay grades, into three broadbanded manager classes: Manager I (formerly grades 33-36), Manager II (formerly grades 30 -32), and Manager III (formerly grades 27-29). The system also include a mandatory leadership development component (the Leadership Development Institute) and a pay for performance evaluation system.

The pay for performance component employs a highly structured and quantifiable performance management tool that assesses managers' performance against a set of measurable outcomes and competencies. A mandatory element in the assessment is the manager's support of a diverse workforce. This element is demonstrated by several EEO-related outcomes, including the consideration of diversity in staffing decisions, the handling of discrimination issues, and support of the County's diversity programs. Connecting managers' pay to this mandatory element in managers' performance evaluations holds them accountable for the performance in the area of EEO and diversity management.

APPENDICES

DISCRIMINATION LAWS

FEDERAL LAWS

1. **Civil Rights Act of 1866 and 1871**

These Acts effect the 13th and 14th Amendments to the constitution that provide the fundamental basis for employment discrimination law and litigation. The 14th Amendment requires all States and their political subdivisions to provide equal protection of the laws to all persons under their jurisdiction.

2. **The Equal Pay Act of 1963, as Amended**

This Act, enacted as an amendment to the Fair Labor Standards Act, covers state, local federal government and private sector employees. It requires that men and women employed in the same establishment receive equal pay (including fringe benefits) for jobs which involve substantially equal skill, effort and responsibility, and are preformed under similar working conditions. The work need not be identical, merely substantially equal.

3. **Civil Rights Act of 1964**

Title I of this Act prohibits any act of force, threat of force, injury, intimidation or threat of interfering with persons applying for or enjoying employment because of their race, color, religion or national origin.

4. **Age Discrimination in Employment Act of 1967, as Amended**

This Act prohibits discrimination based on age in all aspects of employment against persons 40-70 years old. The Act applies to Federal, State and local government employers and most private employers of 20 or more persons.

5. **Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972**

This is the basic Federal law prohibiting discrimination on the basis of race, color, national origin, religion or sex, in all aspects of employment by all employers with 15 or more employees. Title VII was extended to cover Federal, State and local public employers by the Equal Employment Opportunity Act of 1972.

6. **Executive Order 11246, as Amended**

This Presidential order prohibits discrimination in all employment practices by Federal contractors, subcontractors, Federally assisted construction contractors on the basis of race, color, religion, sex or national origin. In addition, certain employers are required to take affirmative action as a contractual obligation to ensure that applicants and employees are treated without discrimination.

7. **THE REHABILITATION ACT OF 1973: SECTIONS 503 AND 504**

Section 504 prohibits discrimination against “handicapped” persons in employment, services participation and access to all programs receiving Federal financial assistance.

Section 503 prohibits discrimination in employment against handicapped persons by Federal contractors and subcontractors.

8. **The Pregnancy Discrimination Act of 1978**

This act specified that women affected by pregnancy and related conditions must be treated the same as other applicants or employees, solely on the basis or inability to work.

9. **The American with Disabilities Act of 1990 – Title I**

Employers are prohibited from discriminating against qualified individuals with disabilities in the job application procedures, medical requirements, hiring advancement, training or any other term or condition of employment. An employer is required to make an accommodation to the known disability of an applicant or employee if it does not impose an “undue hardship”.

10. **Civil Rights Act of 1991**

This Act reversed several 1989 and 1991 U.S. Supreme Court decisions which had a negative impact on the victims of discrimination. The Act further provides compensatory and punitive damages and jury trials in cases of race, color, national origin, sex, religion and disability discrimination. The Act also established the “Glass Ceiling Commission” and covers the Senate and Presidential staff.

STATE LAWS

1. **Article 49B of the Annotated Code of Maryland**

This law prohibits discrimination in employment on the basis of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, and age with respect to compensation, terms, conditions or privileges.

2. **Executive Order on Sexual Harassment No. 01.01.1980.16**

This order by the Governor prohibits sexual harassment in Maryland State Government.

COUNTY LAWS

Chapter 27, Article 1, Sections 17-26 of the Montgomery County Code 1984

This law prohibits discrimination in employment, commercial and residential real estate transactions, public accommodations and intimidation on the bases of race, color, religious creed, sex, national origin, marital status, disability, ancestry, sexual orientation, age (employment and real estate only), genetic status (employment only), source of income and presence of children (real estate only).

APPENDICES

DISCRIMINATION LAWS

FEDERAL LAWS

1. **Civil Rights Act of 1866 and 1871**

These Acts effect the 13th and 14th Amendments to the constitution that provide the fundamental basis for employment discrimination law and litigation. The 14th Amendment requires all States and their political subdivisions to provide equal protection of the laws to all persons under their jurisdiction.

2. **The Equal Pay Act of 1963, as Amended**

This Act, enacted as an amendment to the Fair Labor Standards Act, covers state, local federal government and private sector employees. It requires that men and women employed in the same establishment receive equal pay (including fringe benefits) for jobs which involve substantially equal skill, effort and responsibility, and are preformed under similar working conditions. The work need not be identical, merely substantially equal.

3. **Civil Rights Act of 1964**

Title I of this Act prohibits any act of force, threat of force, injury, intimidation or threat of interfering with persons applying for or enjoying employment because of their race, color, religion or national origin.

4. **Age Discrimination in Employment Act of 1967, as Amended**

This Act prohibits discrimination based on age in all aspects of employment against persons 40-70 years old. The Act applies to Federal, State and local government employers and most private employers of 20 or more persons.

5. **Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972**

This is the basic Federal law prohibiting discrimination on the basis of race, color, national origin, religion or sex, in all aspects of employment by all employers with 15 or more employees. Title VII was extended to cover Federal, State and local public employers by the Equal Employment Opportunity Act of 1972.

6. **Executive Order 11246, as Amended**

This Presidential order prohibits discrimination in all employment practices by Federal contractors, subcontractors, Federally assisted construction contractors on the basis of race, color, religion, sex or national origin. In addition, certain employers are required to take affirmative action as a contractual obligation to ensure that applicants and employees are treated without discrimination.

7. **THE REHABILITATION ACT OF 1973: SECTIONS 503 AND 504**

Section 504 prohibits discrimination against “handicapped” persons in employment, services participation and access to all programs receiving Federal financial assistance.

Section 503 prohibits discrimination in employment against handicapped persons by Federal contractors and subcontractors.

8. **The Pregnancy Discrimination Act of 1978**

This act specified that women affected by pregnancy and related conditions must be treated the same as other applicants or employees, solely on the basis or inability to work.

9. **The American with Disabilities Act of 1990 – Title I**

Employers are prohibited from discriminating against qualified individuals with disabilities in the job application procedures, medical requirements, hiring advancement, training or any other term or condition of employment. An employer is required to make an accommodation to the known disability of an applicant or employee if it does not impose an “undue hardship”.

10. **Civil Rights Act of 1991**

This Act reversed several 1989 and 1991 U.S. Supreme Court decisions which had a negative impact on the victims of discrimination. The Act further provides compensatory and punitive damages and jury trials in cases of race, color, national origin, sex, religion and disability discrimination. The Act also established the “Glass Ceiling Commission” and covers the Senate and Presidential staff.

STATE LAWS

1. **Article 49B of the Annotated Code of Maryland**

This law prohibits discrimination in employment on the basis of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, and age with respect to compensation, terms, conditions or privileges.

2. **Executive Order on Sexual Harassment No. 01.01.1980.16**

This order by the Governor Hughes prohibits sexual harassment in Maryland State Government.

COUNTY LAWS

Chapter 27, Article 1, Sections 17-26 of the Montgomery County Code 1984

This law prohibits discrimination in employment, commercial and residential real estate transactions, public accommodations and intimidation on the bases of race, color, religious creed, sex, national origin, marital status, disability, ancestry, sexual orientation, age (employment and real estate only), genetic status (employment only), source of income and presence of children (real estate only).

SECTION 5. EQUAL EMPLOYMENT OPPORTUNITY

5-1. Definitions.

- (a) **EEO complaint:** A verbal or written report or charge of employment discrimination or harassment.
- (b) **EEO Officer:** An employee whose primary function, as delegated by the CAO, is the development of the County's equal employment opportunity policy and the administration and oversight of related programs.
- (c) **Employment discrimination:** A policy, practice, or procedure that limits or adversely affects employment, promotion, transfer opportunities, or other working conditions on the basis of race, color, religion, national origin, ancestry, sex, marital status, age, disability, sexual orientation, or genetic status.
- (d) **Harassment:** Inappropriate written, verbal, or physical conduct, including the dissemination or display of written or graphic material, based on one's race, color, religion, national origin, ancestry, sex, sexual orientation, marital status, age, disability, or genetic status, that unreasonably interferes with one's work performance or creates an intimidating, hostile, or offensive working environment. This includes sexual harassment, which may include:
 - (1) an unwelcome sexual advance;
 - (2) a request for physical conduct of a sexual nature; or
 - (3) written, verbal, or physical conduct of a sexual nature or conduct based on one's gender, including gender stereotyping or animus, when:
 - (A) submission to the conduct is explicitly or implicitly a term or condition of an individual's employment;
 - (B) submission to or rejection of the conduct by an individual is a basis for employment decisions affecting the individual; or
 - (C) the conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or offensive working environment.
- (e) **Retaliation:** A form of sanction or adverse treatment against a person because that person:
 - (1) asserted or assisted another person to assert a discrimination complaint in either a formal or informal manner with the County or with a State or Federal enforcement agency; or
 - (2) testified, assisted, or participated in an investigation or proceeding related to a discrimination complaint.

5-2. Policy on equal employment opportunity.

- (a) Montgomery County is an equal employment opportunity employer committed to workforce diversity.
- (b) Montgomery County must:
 - (1) enforce Federal, State, and local laws that prohibit employment discrimination in the workplace;
 - (2) conduct all employment activities in a manner that ensures equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, age, disability, sexual orientation, or genetic status; and
 - (3) fairly and expeditiously investigate and resolve complaints.
- (c) Supervisors and managers must ensure that employees are provided with a work environment free from discrimination and harassment of any kind.
- (d) Each County supervisor must attend training on the County's equal employment opportunity policy.
- (e) An employee must not:
 - (1) discriminate against or harass another employee on the basis of race, color, religion, national origin, ancestry, sex, marital status, age, disability, sexual orientation, or genetic status;
 - (2) subject another employee, contractor, consultant, citizen, applicant, customer, or client to harassment on the basis of any of the causes listed in (1) above; or
 - (3) retaliate against a complainant or other person who has testified, assisted, or participated in any manner in an investigation under this policy.
- (f) The County may take disciplinary action up to and including dismissal against an employee who discriminates, harasses, retaliates, or engages in behavior that tends to create a hostile working environment.

5-3. Applicability of equal employment opportunity policy.

- (a) This policy applies to:
 - (1) all individuals currently employed by the County, seeking County employment, or conducting business with the County; and
 - (2) all employment practices including recruitment, hiring, promotion, demotion, transfer, reduction-in-force, termination, compensation, classification, benefits, training, or other working conditions.
- (b) A supervisor or manager must ensure that employees are informed of and comply with the policy.

5-4. EEO complaints.

- (a) An individual who believes that he or she has been subjected to employment discrimination or harassment in violation of this policy, or any person acting on behalf of such an individual, may file a complaint with one or more of the following:
 - (1) the individual's supervisor or department director, if the individual is a County employee;
 - (2) the County's EEO Officer;
 - (3) the Human Relations Commission; or
 - (4) a State or Federal enforcement agency.
- (b) An individual who believes this policy has been violated may not file a grievance under Section 34 of these Regulations or an appeal under Section 35, unless the alleged violation is related to a disciplinary action, termination, or involuntary resignation.
- (c) The County encourages employees to seek administrative remedies provided through the County EEO Officer.
- (d) An individual should file a complaint as soon as possible after the event that gives rise to the complaint. An individual who files a complaint with the County EEO Officer must file the complaint within a year of the most recent act that is alleged to have violated the County's policy stated in Section 5-2 of these Regulations.
- (e) The County EEO Officer must establish and administer a complaint-processing procedure, conduct investigations, and issue findings.

- (f) The complaint processes of the Human Relations Commission and of State and Federal enforcement agencies are independent of the County EEO Officer's complaint process. Complaints filed with the County EEO Officer are not automatically filed with the County Human Relations Commission or State or Federal enforcement agencies. An employee who wishes to file a complaint with the Human Relations Commission or a State or Federal enforcement agency must file a separate complaint with one of these agencies, in addition to any complaint filed with the County's EEO Officer.
- (g) Time limits for filing a complaint with the Human Relations Commission or with a State or Federal enforcement agency are not extended or suspended while the EEO Officer investigates a complaint under subsection (e).
- (h) Records of EEO investigations are confidential. The County EEO Officer must treat a complaint investigation with discretion to protect the privacy of those involved, as required by law.
- (i) The County EEO Officer may forward a complaint filed by an individual against the OHR Director or OHR staff to the County Attorney's Office for investigation.
- (j) The County EEO Officer's decision on an EEO complaint is final and an employee may not file an appeal of the decision with the MSPB. An investigation or decision by the EEO Officer does not affect an employee's right to file a complaint on the same matter with the Human Relations Commission or a State or Federal enforcement agency.

5-5. Equal Employment Opportunity and Diversity Action Plan. The CAO must develop, as necessary, a plan to achieve and maintain equal employment opportunity and to promote diversity. The plan may include:

- (a) a statement of purpose;
- (b) a method to identify problem areas and factors to be used in determining whether a racial, ethnic, or gender group is significantly underutilized in an occupational group;
- (c) the development of action-oriented programs designed to correct identified problems, to assure equal employment opportunity for all members of the available labor pool, and to promote upward mobility for employees;
- (d) the criteria for establishment of goals and timetables; and
- (e) designation of responsibility for dissemination, implementation, compliance and audit of the plan.

Editor's note – The subjects covered in this section of the Personnel Regulations are addressed for bargaining unit employees in the current collective bargaining agreements as indicated below:

Bargaining unit	Articles of current agreements with references to equal employment opportunity
Firefighter/Rescuer	None
OPT/SLT	38, Non-discrimination
Police	26, Non-discrimination

<p style="text-align: center;">MONTGOMERY COUNTY EEO COMPLAINT PROCESSING GUIDELINES</p>
--

PURPOSE

To establish policies and guidelines for reporting and processing Equal Employment Opportunity (EEO) complaints.

APPLICABILITY

These guidelines apply to the reporting of discrimination complaints to, and the processing of discrimination complaints by the Equal Employment Opportunity (EEO) Office within the Office of Human Resources (OHR). These guidelines are independent of, and do not supplant, Department-specific complaint processing procedures, Collective Bargaining Agreement provisions, or the procedures provided in the Montgomery County Policy on Sexual Harassment. Department-specific procedures should, however, be consistent with these guidelines. These guidelines apply to:

- a. All complaints filed internally by County employees with Department/County management, verbally or in writing;
- b. All complaints filed externally through regulatory agencies such as the Montgomery County Human Relations Commission (HRC), the Maryland Commission on Human Relations (MCHR) and the U.S. Equal Employment Opportunity Commission (EEOC).

The Office of Human Resources works in collaboration with the County Attorney's Office in investigating complaints of discrimination.

DEFINITION

An EEO complaint is any verbal or written report or charge of employment discrimination or harassment of any kind. Employment discrimination includes any policies, practices, or procedures which limit or adversely affect employment, promotion, or transfer opportunities or other working conditions on the basis of race, color, religion, national origin, ancestry, gender, marital status, sexual orientation, age, or disability.

POLICY

1. The County shall conduct all employment activities and maintain a work environment free from discrimination and harassment of any kind. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

2. Supervisors and managers are responsible for ensuring that the employees under their supervision are provided with a work environment that is free from discrimination and harassment.
3. Employees and managers are encouraged to resolve discrimination complaints at the earliest time and at the most immediate organizational level; however, it is an employee's right and management's responsibility to report discrimination complaints to the EEO Office in OHR promptly, in accordance with the guidelines outlined below.
4. OHR shall receive and respond to all submitted discrimination complaints in a judicious and timely manner, with the objective of maintaining and promoting an employment environment free from discrimination.
5. Incidents of proven discrimination and harassment are cause for disciplinary action, against the offending party including, but not limited to, dismissal.
6. Falsification of complaints of discrimination, harassment, or retaliation shall be considered cause for appropriate disciplinary action.
7. EEO complaints are regarded as confidential. To the extent practically possible, access to information related to an EEO complaint shall be limited to individuals directly involved in the complaint and/or the investigation or resolution of said complaint. While every attempt at confidentiality shall be made, anonymity or complete confidentiality cannot be guaranteed.

GENERAL GUIDELINES

1. All Montgomery County employees are responsible for maintaining a non-discriminatory work environment. This includes responsibility for personal conduct as well as reporting observed discrimination or harassment to appropriate supervisory or management personnel.
2. An individual who has been subjected to discrimination or harassment of any kind, or is a witness to same should notify an appropriate supervisor or manager when an act or behavior is perceived to be offensive.
3. Supervisory/management personnel should respond to reports of discrimination and harassment, and take corrective action as appropriate. This includes complying with Department-specific complaint processing procedures, if any, and reporting incidents to OHR as outlined below.

SPECIFIC GUIDELINES

1. An individual who believes he/she has been subjected to employment discrimination should immediately bring the matter to the attention of his/her

supervisor. If the supervisor is a party to the discrimination, or the individual does not wish to discuss the matter with the supervisor, the individual should then bring the matter to the attention of the individual designated to receive such complaints in the Department, the Department/Agency head, or to the EEO Office in OHR.

2. A supervisor or other responsible individual in the Department who is the recipient of an internally filed complaint should document in writing, information relevant to the complaint, including date and substance of the complaint and the names of the parties to the complaint as well as any other individuals involved in, or witnesses to, the incident. The recipient should notify the EEO Office in OHR within twenty-four hours of the report of the complaint.
3. Employees have the right to file discrimination complaints with an external regulatory agency such as HRC, MCHR, and EEOC. Notices of charges resulting from such externally filed complaints should be referred directly to the EEO Office in OHR. **Any Department/Agency representative receiving such a charge should immediately (i.e., within 24 hours of receipt) forward said complaint to OHR.** The Department may retain a copy of the complaint under confidential conditions for its records.
4. Complaints submitted to the EEO Office will be logged in with appropriate information recorded. In the case of an internally filed complaint, the EEO Office may inform the affected Department that the Department may investigate and attempt to resolve the complaint at that level. In such cases, the Department should provide a report to the EEO Office on the status of the complaint within 14 days, unless an extension of time is requested. If the complaint remains unresolved at that time, the EEO Office will proceed with an investigation of the complaint. **All externally filed complaints (i.e., complaints filed through regulatory agencies) will be handled by the EEO Office of OHR.**
5. The EEO Office will conduct an investigation of received complaints (with the exception of those referred to the Department) and communicate with the parties to the complaint following the conclusion of the investigation. Affected supervisors and managers will be notified as to the resolution of the complaint to ensure that recommended corrective actions, if any, are implemented.
6. The EEO Office will perform and document follow-up activities with appropriate Departmental management, as necessary, to ensure that the situation has been corrected. The case will then be closed.
7. Files of closed cases will be maintained under confidential conditions by the EEO Office for a period of two years.

MONTGOMERY COUNTY POLICY ON SEXUAL HARASSMENT

PURPOSE

To state the County's policy on sexual harassment and provide a procedure for the handling of sexual harassment complaints.

DEFINITION

Sexual harassment is verbal or physical conduct that includes:

1. unwelcome sexual advances;
2. requests for physical conduct of a sexual nature; and
3. any written, verbal or physical conduct of a sexual nature when:
 - a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
 - b) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or
 - c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

In the context of items 1-3 above, sexual harassment includes, but is not limited to: requests for sexual favors; the use of threats or force to obtain sexual favors; sexual propositions or innuendo; suggestive comments; sexually-oriented teasing or joking; jokes about gender-specific traits; unwelcome or uninvited touching, patting, pinching or brushing against another's body; obscene spoken or written language; obscene gestures; and display of offensive or obscene printed or visual material.

POLICY

1. Every employee has the right to work in an environment free of all forms of discrimination. Sexual harassment is a form of discrimination that is illegal under federal, state and local laws and will not be tolerated.
2. County employees must not subject other employees, contractors, consultants, citizens, applicants, customers or clients to sexual harassment. An employee who is found to have engaged in sexual harassment will be subject to appropriate disciplinary action, which may include dismissal.
3. Managers and supervisors must ensure that employees under their supervision or direction are provided a work environment free of sexual harassment.
4. Managers and supervisors who become aware of suspected or reported sexual harassment must promptly report the information to the Department

or Office Head, to the EEO Officer in the Office of Human Resources, or to an attorney in the Office of the County Attorney.

5. This policy applies to County employees when they are conducting County business and dealing with others while at work or at work-related social functions.
6. Any employee who witnesses sexual harassment must report this conduct to the Department or Office Head, to the EEO Officer in the Office of Human Resources or to an attorney in the Office of the County Attorney.
7. The sexual harassment of County employees by contractors, consultants, subcontractors, their employees, individuals who conduct business with the County, or individuals who receive services from the County will not be tolerated, and may result in termination or suspension of the contract, denial of contracting privileges, denial of services, or the filing of criminal charges against the harasser.
8. The use of threats or other means to retaliate against another who resists harassment, reports the alleged harassment to another, participates or cooperates in an investigation of a complaint of sexual harassment or files a complaint about the alleged harassment is prohibited.
9. Advice and counseling concerning sexual harassment may be obtained from a number of sources including: the County Attorney, Office of Human Resources, Union representatives and the Montgomery County Commission for Women.

PROCEDURE

1. Filing and Investigation of Complaints
 - a) An employee who is subjected to sexual harassment, witnesses it, or has knowledge of it should immediately bring the matter to the attention of his or her supervisor. If the supervisor is a party to the harassment, or if the employee does not wish to discuss the matter with the supervisor, the employee must bring it to the attention of the Department or Office Head, to the EEO Officer in the Office of Human Resources, or to an attorney in the Office of the County Attorney.
 - b) A person who is the recipient of a complaint must document information relevant to the complaint, including the date and substance of the complaint and the names of individuals who were involved or who witnessed the incident(s). The recipient must notify the EEO Officer in the Office of Human Resources or an attorney in the County Attorney's Office within 24 hours. The recipient may refer the complaint to the EEO Officer for investigation or, if the EEO Officer and the County Attorney concur, may investigate the complaint and

attempt to resolve it informally. Informal resolution is appropriate only if the essential facts of the complaint are undisputed and both the victim and alleged perpetrator of the harassment agree to informal resolution. If attempts at informal resolution are unsuccessful, the complain must be referred to the EEO Officer or an attorney in the County Attorney's Office within three (3) working days.

- c) A complaint brought to the attention of the EEO Officer or an attorney in the County Attorney's Office may be oral or written and may be brought by any person having knowledge of the harassment.
- d) The EEO Officer or an attorney in the County Attorney's office will initiate the investigation of a complaint within 24 hours after the allegation is brought to his or her attention or notice is received that an attempt at informal resolution has been unsuccessful.
- e) Every effort will be made to maintain the confidentiality of the information provided in connection with a sexual harassment complaint, and to protect the privacy of the individuals involved. Information about the investigation will be given only to those persons who have a genuine need for the information because of their role in the investigation or those who are legally entitled to the information. Anonymity or confidentiality cannot be guaranteed.
- f) To the extent possible, the investigation and attempts to resolve the complaint will be completed within fourteen (14) working days of the filing date of the complaint.
- g) Promptly upon completing the investigation, the EEO Officer or an attorney in the County Attorney's Office will notify the alleged victim, alleged perpetrator, and appropriate management officials of the results of the investigation and the recommendation for resolution.

2. Remedial Action

- a) If the alleged perpetrator is a County employee, the Director of the Department or Office where the alleged perpetrator is employed is responsible for taking appropriate remedial action to resolve the complaint. Appropriate remedial action may include referral to the Employee Assistance Program or other type of counseling, transfer, disciplinary action, including discharge, or the filing of civil criminal charges.
- b) If the alleged victim is a County employee, but the alleged perpetrator is a contractor, consultant, subcontractor, their employees, individuals who conduct business with the County, or individual who receive services from the County, the appropriate remedial action will be recommended by the County Attorney and implemented by the CAO.
- c) The EEO Officer will continue to review the complaint until the complaint is resolved and report the status of the complaint and

investigation to the County Attorney on a regular basis as agreed by the EEO Officer and the County Attorney.

EDUCATION AND TRAINING

1. The County will provide ongoing educational and training programs to inform employees about sexual harassment, how to prevent it and how to identify and deal with complaints of sexual harassment.
2. This policy must be provided to all employees and must be made available to the public.
3. Further information about this policy or how to file a complaint may be obtained by contacting the EEO Officer in the Office of Human Resources.

EFFECTIVE DATE

This policy is effective immediately upon the signature of the County Executive below.

Approved:

Signed by Douglas M. Duncan
Douglas M. Duncan
County Executive

8/1/96
Date

Approved for form and legality:

Signed by Charles W. Thompson
Charles W. Thompson, Jr.
County Attorney

7/31/96
Date

MEDIATION

Fact Sheet

Disputes in the workplace are often inevitable. Traditionally, the means of resolving employment disputes has been the time-consuming and often costly prospect of filing a formal complaint. **The EEO & Diversity Management Team** in the Office of Human Resources offers an appealing and effective alternative to the often adversarial process of filing a complaint: **Mediation**. Mediation is an informal, voluntary process which provides a safe, non-threatening forum for the parties to a complaint to discuss the issues and work out a mutually agreeable solution. The process is completely voluntary to all parties; there is no obligation to participate or reach an agreement, and either party may withdraw from mediation at any time. If either party chooses not to participate, or the mediation fails to produce an agreement to settle the complaint, the complaint will be processed and investigated in the normal fashion. The failure to successfully mediate a complaint will in no way affect the investigation.

The mediation is facilitated by a trained mediator who serves as a neutral third party. The parties understand that the mediator is there to facilitate the process and does not act as a decision-maker or counsel to either party. Individuals participating in mediation agree to keep all matters discussed during the mediation session confidential. The information presented during mediation cannot be used as evidence in any subsequent administrative or judicial proceeding.

More and more organizations are using mediation as an effective and efficient way to settle employment disputes. The advantages of mediation are numerous:

- quicker resolution of complaints
- less burdensome, no preparation is required
- less costly, does not involve outside counsel
- amicable and conciliatory process, not adversarial
- improves communication among parties
- salvages and often improves work relationships
- self-empowering process; parties maintain control
- self-imposed solutions, not externally imposed
- parties are invested in process; greater commitment to outcome
- win-win outcomes, not win-lose
- confidential and voluntary
- trained, impartial facilitator
- high rate of successful resolutions
- nothing to lose!

MONTGOMERY COUNTY DIVERSITY COUNCIL BY-LAWS

I. Purpose and Mission Statement

The purpose of the Diversity Council is to create an environment where there is conscious acceptance, education, and inclusion of diversity within Montgomery County. It works to ensure that all employees and those we serve, are afforded equal opportunity in all areas of employment, programs and services provided by the County.

II. DEFINITIONS

Diversity is the existence of areas of differences and similarities in all individuals included in the society of the world. These differences and similarities include, but are not limited to: gender, race, color, ethnicity, national origin, religion, age, physical characteristics, sexual orientation, and disability.

Diversity Competency is understanding and affirming the inclusion of individual human differences and similarities. Additionally, it is ability to learn, absorb, and value the unique attributes that each person brings, and the willingness to benefit from the diverse nature of humanity.

III. FUNCTION

The Diversity Council (Council) serves as an advisory body and communication link between the County Executive and County employees, employee associations, management, and community groups that represent the diverse citizenry of Montgomery County. Specifically, the Council shall:

- A. Review the County's Workforce Diversity Initiative and make periodic recommendations for updates, improvements, or other modifications as needed.
- B. Provide advice and consultation to the Chief Administrative Officer and the Director of the Office of Human Resources on the development, implementation and dissemination of the County's Diversity Plan and the annual analysis of the County's progress toward its diversity-related goals. Provide advice and guidance on other matters related to diversity and equal employment opportunity issues such as: employee development of cultural competencies, equity in access to training and educational opportunities, organizational assessment, cultural change and leadership development.

- C. Serve as a communication channel through which all County employees, employee associations, and community groups will be able to express ideas as they relate to diversity issues.
- D. Support the Director of the Office of Human Resources in other appropriate ways to promote programs and services related to diversity and equal employment opportunity.
- E. Assist County departments in their efforts to develop or improve departmental diversity and equal employment opportunity initiatives.

IV. MEMBERSHIP

The Diversity Council shall be comprised of representatives of identified County employee associations, departments, agencies, large divisions, special populations groups, community liaisons, and organizations. Each of these organizations shall have only one vote. Members of the Diversity Council will be confirmed by the Chief Administrative Officer and will include, but not limited to:

- A. Employee Associations: African American Employees Association, Asian-Pacific American Employee Association, GLOBE, Hispanic Employees Association, Montgomery County Coalition of Black Police Officers, and the Montgomery County Government Employees Organization. Each organization shall be allotted one representative and one alternate. The selection of representatives is made by the appropriate employee association.
- B. Departments/Agencies: Each County department/agency with a work force representation under 1000 shall be allotted one representative on the Diversity Council and one alternate. Departments/Agencies with a work force representation of 1000+ will have the opportunity to identify two individuals and one alternate.
- C. Members-At-Large: A total of five members at large will be appointed to reflect a cross-section of the Montgomery County employee workforce. A subcommittee of the Diversity Council will be responsible for reviewing the membership in order to make recommendations regarding appropriate representation of at-large members. The CAO will confirm and approve the recommendations of the committee.
- D. Special Populations and Diversity Issues: The Diversity Council will include membership from County employees with knowledge and expertise of special populations and specific diversity issues. Such representation shall include the following:

- CAO Staff
- ADA Compliance Coordinator
- Disability Program Manager
- EEO Officer
- Human Resources Director
- Staff to:
 - Commission on Aging
 - Commission on Children and Youth
 - Commission on People with Disabilities
 - Human Relations Commission
 - Commission for Women
 - HHS – Aging and Disability Services
- Workforce Diversity Coordinator
- County Executive’s Minority Advisory Representatives

The above designated representatives of special populations and diversity issues of the Diversity Council will not serve as Chairperson of the Council, but shall have voting privileges. Representatives of special populations and diversity issues who also represent departments shall only have one vote.

V. ORGANIZATION

A. Term of Office

1. Employee association representatives will serve at the pleasure of their membership for unspecified terms.
2. Members-at-Large shall serve two years and may not serve more than two consecutive terms.
3. Departmental/agency Diversity Council representatives will serve at the pleasure of their department heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification of that replacement to the Council Chair or Guidance Committee.
4. Members representing special populations and diversity issues shall serve at the pleasure of their department/agency heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification to the Council Chair or Guidance Committee.

B. Chairperson/Vice Chairperson

1. Shall preside at all meetings of the membership and have the authority and responsibility customarily conferred on the presiding officers. The Chairperson and Vice Chairperson shall also preside at meetings of the Guidance Committee.
 2. Term of Service – The positions shall be elected annually by a simple majority of the members present of the Diversity Council. Elections shall be held at the November Council meeting and the newly elected Chairperson and Vice Chairperson shall take office in January. The Chair and Vice-Chair may serve no more than two consecutive terms in each position.
 3. Absence of the Chair - In the absence of the Chair, the Vice-Chairperson will assume responsibility for the Diversity Council.
 4. Responsibility – The Chairperson, with the assistance of the Guidance Committee, shall prepare an agenda for each meeting of the Diversity Council. The agenda shall be distributed at least seven days prior to the Council meetings.
 5. Powers – The Chairperson may assign tasks to members for research, study or analysis and request reports back within a specific time period. These assignments shall become part of the minutes of the Diversity Council.
- C. Other Officers – the Council may have other officers appointed at the discretion of the Chair. Such officers may include, but are not limited to, Recording Officer, and Financial Officer.
- D. Guidance Committee
1. The Diversity Council shall have a Guidance Committee which shall be empowered to act on behalf of the Council when circumstances exist which preclude meetings by the entire Council. The Guidance Committee shall meet monthly in order to develop agendas for full Council meetings or to take up and research issues which may be discussed at a later date by the full Diversity Council. From time to time, the Committee will meet in emergency session to discuss issues which must be resolved prior to the next meeting of the full Council.
 2. The Guidance Committee shall take action by polling its members for consensus of opinion. Consensus is reached when, after discussion, the majority of the members present agree that an action should or should not be taken.

3. Composition - The Guidance Committee shall be comprised of seven members: the Chair and Vice-Chair of the Council, four additional Council members, and the County's EEO and Diversity Manager.
4. Term of Service – The term of service for Guidance Committee members shall be one year. The four additional members of the Guidance Committee shall be elected annually by a simple majority of the members present of the full Council. Elections shall be held in November and the newly elected committee members shall begin their terms in January. Guidance Committee members may serve no more than three consecutive terms.

E. Early Termination of Membership

It is the aim of the Diversity Council that its members participate fully in the business of the Council. To that end, the Council strives to assure full attendance at monthly meetings. Therefore, if a member does not attend three consecutive meetings without valid reasons, as determined by the Council, that member shall be required to terminate such membership.

VI. OPERATIONAL PROCEDURES

A. Method of Conducting Internal Business

1. Normally, the Diversity Council shall take action by the adoption of resolutions. Resolutions shall be adopted by the Council when a majority of the members present vote to take that action.
2. When resolutions are deemed unnecessary, the Council may take action by polling its members for consensus of opinions. Consensus is reached when, after discussion and without a vote, the majority of the members present agree that an action should or should not be taken.
3. Record of Meetings – The Office of Human Resources will provide assistance as needed to record meetings, prepare minutes, and distribute materials for review by Council members prior to each monthly meeting.

B. Method of Conducting External Business

1. The Council Chair will meet semi-annually with the CAO, and quarterly with the Director of the Office of Human Resources. Additional meetings with the CAO and/or Human Resources Director shall be scheduled as needed.

2. Information – The Diversity Council may require information from various agencies, departments, etc. as it deems necessary for the conduct of its monitoring responsibility. The Council may request that the department head or designee provide reports on departmental diversity initiatives in which the Council will be involved occasionally.
3. Other Meetings - The Diversity Council Chair, Vice-Chair, or Council members may conduct meetings with department heads or their designees, employee associations, or community-based organizations as deemed necessary for the responsible conduct of Council business.
4. Minutes – the minutes and all correspondence of the Diversity Council should be a matter of public record . The minutes may be a summary and shall reflect each item considered, the action taken, and the results of voting or consensus polling.

C. Meetings of the Diversity Council

1. Frequency - The Diversity Council shall hold regular open meetings and such other meetings as may be called by the Chairperson. Special meetings may be called when requested by at least three members of the Council or by the Director of the Office of Human Resources.
2. Committees – The Chair may appoint committees or working groups at his or her discretion. Such committees may be long-term/standing or short-term/task oriented. Committees and short-term working groups will be dissolved when their work has been completed.

VII. AMENDMENTS

Bylaws may be altered, amended, or repealed and new Bylaws adopted only upon action by a majority vote of all members present during the general session.

NOTE: These bylaws were adopted on April 24, 1997 and amended on May 27, 1999 and February 12, 2003.

DESCRIPTION OF JOB GROUPS

From the U.S. Equal Employment Opportunity Commission

OFFICIALS AND ADMINISTRATORS – Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

PROFESSIONALS – Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

TECHNICIANS – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

PROTECTIVE SERVICE WORKERS – Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

PARAPROFESSIONALS – Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

ADMINISTRATIVE SUPPORT (INCLUDING CLERICAL AND SALES) – Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

SKILLED CRAFT WORKERS – Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

SERVICE-MAINTENANCE (INCLUDING LABORERS) – Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

RACIAL AND ETHNIC CATEGORIES

From the U.S. Equal Employment Opportunity Commission⁶

WHITE (not of Hispanic origin) – All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

BLACK (not of Hispanic origin) – All persons having origins in any of the Black racial groups of Africa.

HISPANIC – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

ASIAN OR PACIFIC ISLANDER – All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

NATIVE AMERICAN OR ALASKAN NATIVE – All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

⁶ The U.S. Office of Management and Budget has issued revised racial and ethnic categories which will be implemented in the near future; until that time, these categories will continue to be used for data collection purposes.